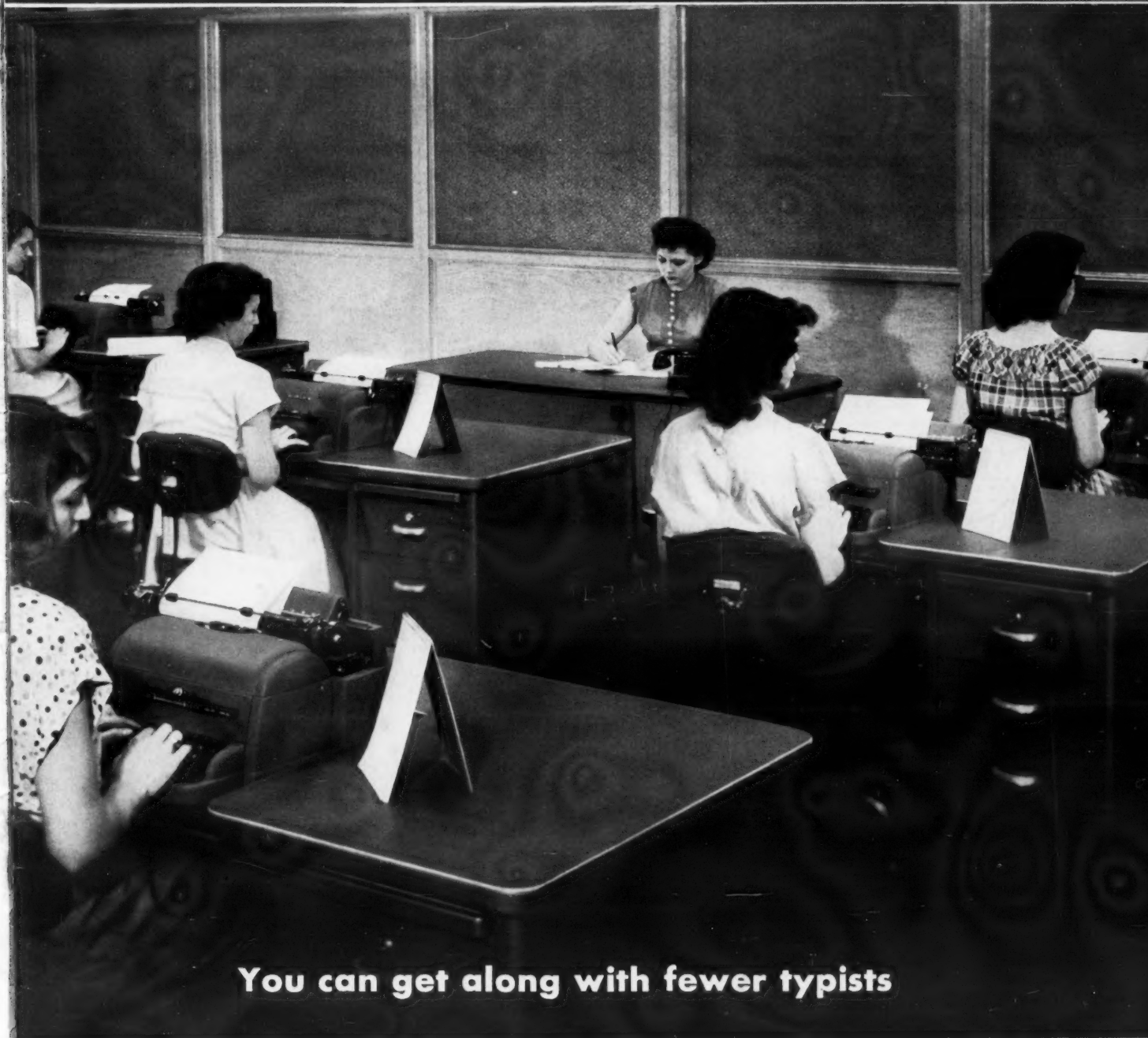


Management

BUS. ADM.
LIBRARY

m e t h o d s

PRACTICAL SOLUTIONS TO PROCEDURAL PROBLEMS



You can get along with fewer typists



Don't put your money in a safe!



Your stockroom is overstocked

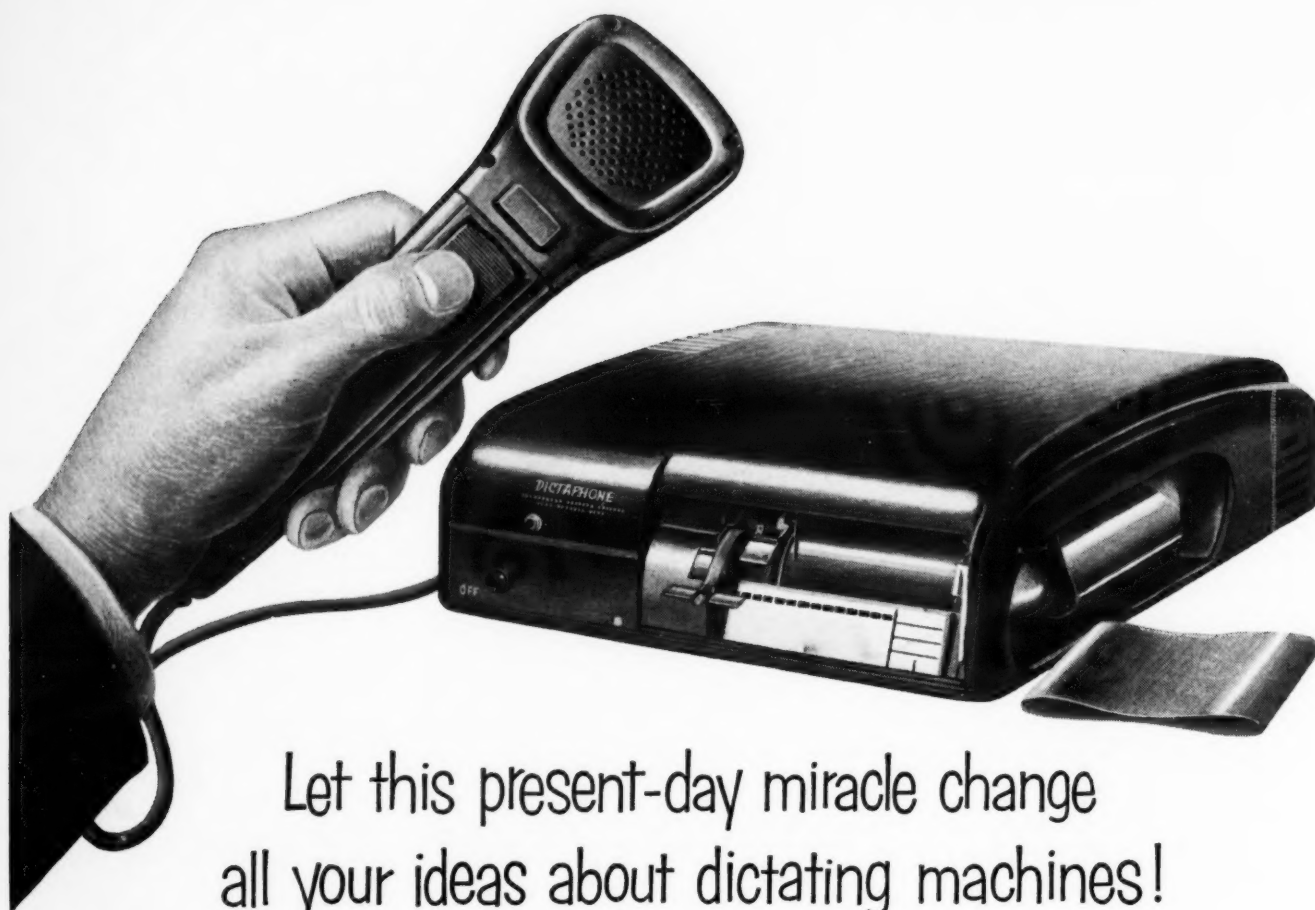
ROUTE

To
see pages

To
see pages

To
see pages

To
see pages



Let this present-day miracle change
all your ideas about dictating machines!

How wrong you are if you think a modern dictating machine has a speaking tube! Or looks like an old-fashioned phonograph! Or takes up as much room in your office as a potted palm!

Listen! TIME-MASTER, the most remarkable dictating machine ever invented, has a mike you cradle in your hand with all the controls in finger reach. Only 4½ inches high, TIME-MASTER takes up no more room on your desk than a letterhead. And it records with amazing clarity on *Dictabelt*,



"Magic Ear" transmits your voice for secretary with amazing clarity. Feather-light. As easy to wear as an earring. Leaves one ear free for answering telephone.

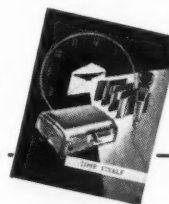
an exclusive Dictaphone recording medium that's unbreakable, filable, mailable, and the only medium so inexpensive that it's used once and thrown away, if desired.

The two words 'electronics' and 'plastics' sum up the most revolutionary changes in the dictating-machine industry since the first practical recording and reproduction of the human voice.

Through electronics, your voice on TIME-MASTER is transmitted with startling fidelity! Through plastics—exclusive Dictaphone *Dictabelts*—your voice is recorded and reproduced with radio-clarity!

So new and different and better is TIME-MASTER that heads of nations, states, corporations, universities, and leaders in the professions have turned to it enthusiastically. Admittedly, such top-drawer personalities could get along without machine dictation. But they can't once they've tried TIME-MASTER!

**What are you waiting for? The coupon
will bring you full details promptly!**



DICTAPHONE

THE GREATEST NAME IN DICTATION
TIME-MASTER—The Modern Way to Dictate

"Dictaphone" is a registered trade-mark of Dictaphone Corporation.

DICTAPHONE CORPORATION, Dept. ME32
420 Lexington Ave., N. Y. 17, N. Y.
Please send me my free copy of "Time Itself."

Your Name _____
Company _____
Street Address _____
City & Zone _____ State _____

Circle 158 for more information

When something
has been done a particular
way for 15 or 20
years, it is a pretty good
sign, in these changing
times, that it is being
done the wrong way.



want
more
information

about anything in this issue?

It's easy

Every advertisement, and most editorial stories, have a key number which you will find below the story or the advertisement. These key numbers are also listed on the reader reply-card bound into the front of this issue. Circle the key number, or key numbers, on the reader reply-card and fill in your name, address, etc. Postage is paid.

methods

methods

MARCH, 1952

VOL. 1, NO.4

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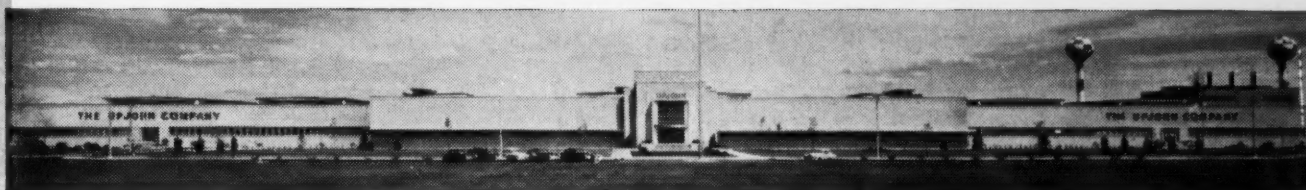
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Subscriptions: In United States and Possessions, one year \$5.00. Canada one year \$6.00. Single copies \$0.50.

Published monthly by Management Magazines Inc., 141 East 44th Street, N. Y. 17, N. Y., MU-7-0583. Copyright, 1952 by Management Magazines Inc. Application is pending for acceptance under Section 34-64 P.L. & R. at United States Post Office, East Stroudsburg, Pa.

march 1952



"3 National Machines save us \$27,000 a year"... THE Upjohn COMPANY

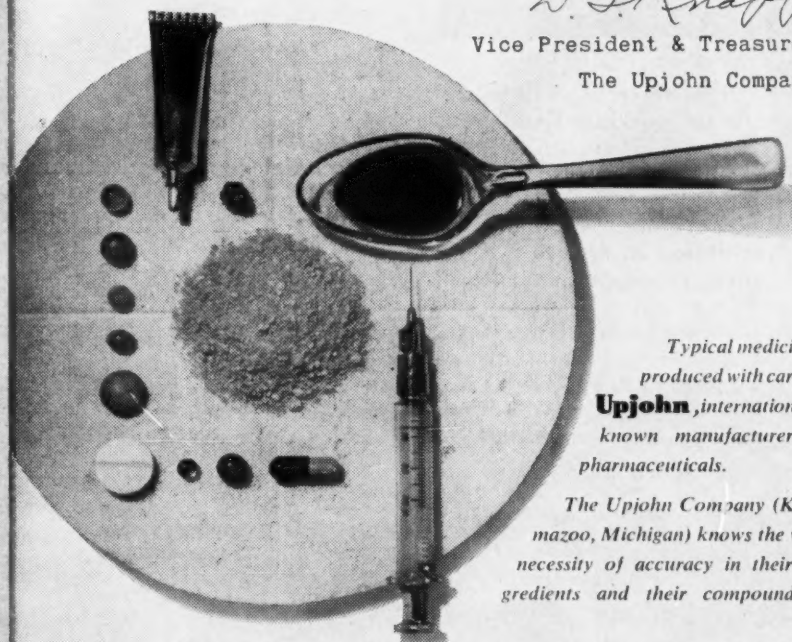
"Three National Payroll-Accounting Machines save us \$27,000 a year, which returns their cost every 8 months. We use these machines for payroll writing, analysis and distribution and other accounting jobs.

"Recently we installed two of your Class 31 Accounting Machines for General Accounting work and have recently ordered another for still another job. We expect to effect substantial savings with them as well.

"We also use National Cash Registers in our cafeterias and canteens, and National Adding Machines in our offices. These machines, too, have paid for themselves through savings and other benefits."

W. J. Knapp
Vice President & Treasurer

The Upjohn Company



Typical medicines,
produced with care by
Upjohn, internationally
known manufacturer of
pharmaceuticals.

The Upjohn Company (Kalamazoo, Michigan) knows the vital necessity of accuracy in their ingredients and their compounding.

National machines promote accuracy in accounting by doing up to 2/3 of the work automatically—and what machines do automatically the operators cannot do wrong. National machines soon pay for themselves out of the money they save, then go on year after year re-

turning their cost as handsome profit.

There is a model for every size and type of business. Let the local National representative, a trained systems analyst, show what you can save with the National System suited to your particular needs.

**THE NATIONAL CASH REGISTER COMPANY,
DAYTON 9, OHIO**



NATIONAL PAYROLL-ACCOUNTING MACHINE. (Model used by Upjohn). Has 25 payroll totals, and 42 totals for analysis and distribution.



NATIONAL SALES REGISTER. Pays for itself in Upjohn's cafeterias by speeding service and enforcing correct recordings of transactions.



NATIONAL CLASS 31 ACCOUNTING MACHINE. (Recently installed by Upjohn). Latest development for multiple-duty accounting, with electrified typewriter.



NATIONAL ADDING MACHINE. (Model shown used by Upjohn). Has time-saving features never before combined on one adding machine.

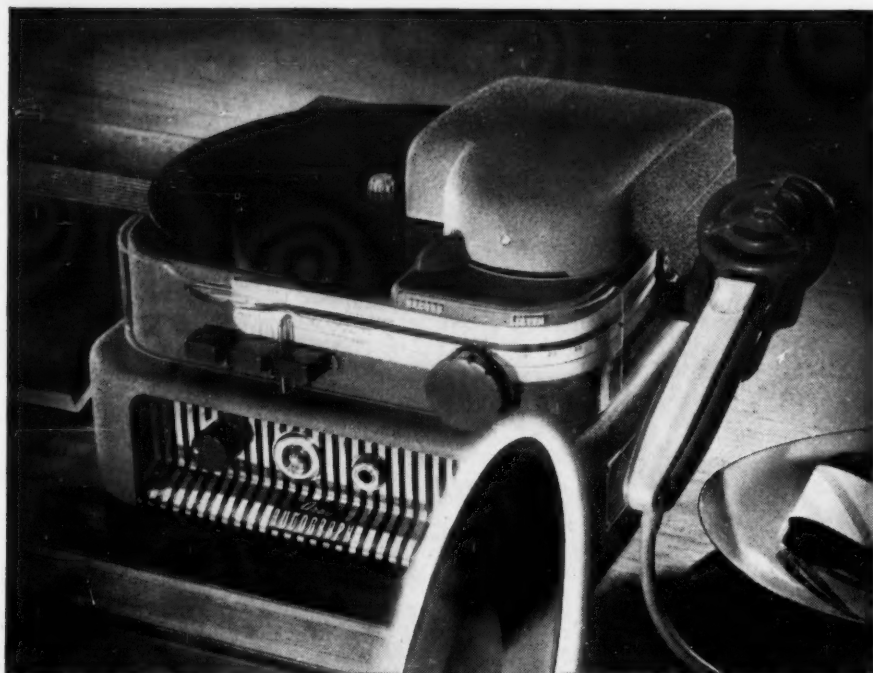
National
ACCOUNTING MACHINES

CASH REGISTERS • ADDING MACHINES

Circle 160 for more information

New Record

for dictating efficiency



One GRAY AUDIOGRAPH plastic disc holds over an hour's dictation. That's more than 28 typewritten pages—a record no other dictating machine can touch!

Join efficiency-conscious users everywhere who are putting time to more profitable use with versatile GRAY AUDIOGRAPH. Simply *soundwrite* memos, sales reports, conferences and correspondence. Your office output will increase up to 30% ...

and your secretary will be free for other important work.

AUDIOGRAPH's operation is unbelievably simple. One flick of a finger and you're recording. No arms to lift or adjust; relax and let AUDIOGRAPH do the work. Discs are featherweight, easy to file and can be resurfaced for reuse up to 50 times ... this means there's no discarding after one recording.

AUDIOGRAPH is tops with secretaries, too. The exclusive electromatic index flashes a red light to indicate approaching corrections and green signals for ends of messages. Your voice comes over with bell-clarity ... and tone control allows full treble-to-bass range.

Gray
AUDIOGRAPH

Dictation is easier—with AUDIOGRAPH!

The Gray Manufacturing Company, Hartford 1, Conn.
Send me Booklet "Manpower—Starts with You!"



NAME _____

TITLE _____

FIRM _____


STREET _____

CITY _____

AUDIOGRAPH sales and service in 180 U.S. cities. See your Classified Telephone Directory under "Dictating Machines." Canada: Northern Electric Company, Ltd. Abroad: Westrex Corporation (Western Electric Company export affiliate) in 35 countries. TRADE MARK "AUDIOGRAPH" REG. U. S. PAT. OFF.

Circle 151 for more information

SALES

thought  starter

Keep catalogs current

PLASTIC BIND THEM IN YOUR OWN OFFICE

Portable plastic binding equipment recently solved a tough catalog problem for the Powers Regulator Company, Chicago, Illinois. Increased sales activity created a growing demand for catalogs. This demand, coupled with the many price and product changes, made it especially difficult to get up-to-date catalogs into the hands of salesmen and customers. Permanently bound catalogs were out-of-date in part before they left the bindery.

Solution to the problem was found in the use of portable plastic binding equipment. Catalogs are now bound from stock pages as needed, right in the company's own offices. The Powers general catalog is assembled from over 40 different, constantly changing units plus important bulletins and price sheets.

The up-to-date plastic bound Powers catalog opens flat and lies flat. A feature especially welcomed by the many architects and engineers who use Powers catalogs for

reference purposes in the preparation of specifications—often while working on drafting tables.

Powers' office manager reports, "Use of plastic binding equipment has really cut time, enabling us to make about three catalogs in the same time as one under the old system."

A total of about 200 general catalogs are being bound every month in the Powers' offices. Special books for specific customer requirements are also easily and quickly prepared as required. In addition, many other uses have been found for the binding equipment. Thus, special personalized catalogs and customers' presentations are bound to the number of about 100 per month.

Full information about portable plastic binding equipment for office or plant use may be obtained by circling No. 179 on the reader-reply card.

Operator applying plastic binding to the Powers catalog with portable machine.



methods

Your stockroom is overstocked

IF YOU ARE A TYPICAL MANUFACTURER YOUR PARTS INVENTORY IS 12½% TOO HIGH

The controller of a famous automotive manufacturer put it this way, "If a salesman had told me *before* we started our parts classification program that it was going to reduce our parts inventory by \$84,000, I'd probably have stopped the job.



A saving like that just wouldn't have been believable. Matter of fact, most of us still can't quite believe it."

The "miracle" this official was talking about is shown in more detail in the box below. It's just another case history of the truly amazing savings that are possible when even a well-run firm begins to dig for lazy dollars tied up in their stockroom. What's more, the savings are typical. Parts classification—and its necessary adjunct, Inventory Control—could well be the greatest single source of unexpected revenue available to your firm in 1952.

HOW TO ESTIMATE HOW MUCH YOU CAN SAVE

It is generally accepted that the cost for maintaining inventory is about 10 to 25% of inventory value. Take 17½% as an average.

Let's assume your parts inventory is worth \$100,000. The average manufacturer has been able to reduce this investment by 12½% through commodity classification. That's a reduction of \$12,500.

Therefore, not only will you release \$12,500 of frozen working capital, but you will actually save 12½% of that—or about \$2,000—in actual cash on an annual basis.

As shown in this article, reduction in inventory often exceeds this conservative 12½% national average.

What is Commodity Classification?

Don't let the name frighten you. It's a high sounding title for a simple paperwork operation that can be described best by a brief outline of why it is needed. For example, let's say that a given machine on your production line suddenly breaks down. A maintenance man hurries in and discovers that a bearing has failed. He checks the specifications for the machine and finds that a Fafnir 306K bearing is needed. You stock that bearing, but when he goes to the stockroom to get it he finds it is "out of stock". He phones for a rush delivery of a new one from your local supplier. Meanwhile all operations on your production line cease. Two hours later—and that is really fast—in comes a new Fafnir 306K. As soon as the bearing is installed, you are back in operation. But the loss in time, money and labor is gone forever.

Here's the real rub—the loss you've taken was unnecessary! It's true that you didn't have a Fafnir 306K on hand. What you didn't know, however, was that you had plenty of *interchangeable* bearings in your stock bins, any of which could have been substituted for that Fafnir 306K. It's a fact that eleven different manufacturers produce exactly the same bearing. Undoubtedly you stock several of them, since they are specified for other machines in your plant. Your stock

record doesn't reflect this because each manufacturer has his own parts number.

One Reason You Are Overstocked

If you maintain an inventory on five different bearings, all identical, you're sure to be overstocked. Your inventory of each is based on your normal rate of usage and the lead-time required to replace each one. Even without conscious "stock piling," you're bound to have far more items on hand than are necessary.

Other Waste Uncovered

Most manufacturers who undertake a parts classification program report spectacular savings in store-room space. Another direct benefit frequently mentioned is an immediate reduction in the number of clerks required to issue parts. But the most important savings—with the greatest potential for your company—has nothing to do with commodity classification itself. Organization after organization report that as a direct result of digging into their bins they discovered tremendous stocks of *inactive* parts which have not moved in years. One company states that they found 4,200 parts which had not moved in three years because of a change in production specifications. They quickly converted this stock into cash, but the three year carrying cost was gone forever. (next page, please)

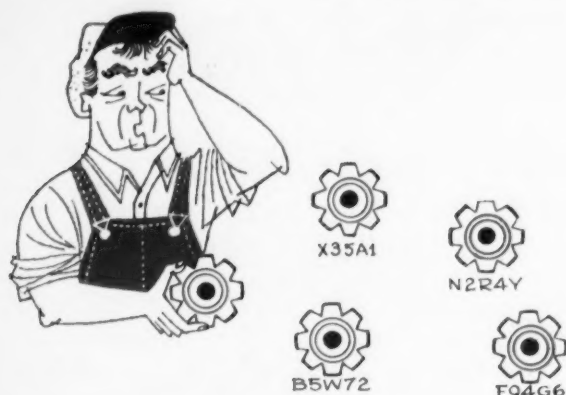
CASE HISTORY OF A FAMOUS AUTOMOTIVE MANUFACTURER

In 12 weeks, working on an inventory of 12,000 maintenance repair parts, these results were effected:

1. Uncovered 4200 parts which had not moved in 3 years
2. Eliminated 1329 duplicate items.
3. Discovered 25% of active parts were overstocked
4. Reduced a \$300,000 inventory by 28%
5. Added \$84,000 to working capital
6. Slashed storeroom space requirements 50%
7. Produced an annual measureable saving year after year, of \$14,000

Classification paid for its cost in less than 12 months

A case like this one indicates a lack of good inventory control more than a need for commodity classification. Actually, however, the two go hand-in-



hand. Inventory control will provide the greatest savings over the long haul. But it's commodity classification that pays the immediate bonus.

How to do a Classification Job

Unfortunately, there is no single source for establishing interchangeability of parts. There are too many of them. Take the case of bearings, for example. No one can even estimate how many thousand different bearings are manufactured in this country. If you took only the five hundred most commonly used, and considered that each has at least seven different manufacturer's part numbers, you would have at least 3,500 manufacturers' numbers to deal with! And bearings are but one of *thousands* of diverse items which are stocked by the average manufacturer.

Lacking a single catalogue of interchangeability, there is no easy way for you to handle this job yourself. Some companies have done it on a limited scale, however. They used manufacturer's catalogues and similar sources, but the results are generally piecemeal and the facts take months or years to accumulate.

Fortunately, however, there are several private companies who specialize in this service. Having done the job for many firms, they have accumulated a stupendous mass of information on interchangeability, catalogued it, and devised ways and means for doing a classification job for private manufacturers on a reasonable fee basis. Their basic technique is so simple that it may tempt you to undertake a program on your own. Here's what they do: first, a workcard is prepared for each and every part in their clients bins. Each card is keyed to their customer's stock record. Next, standard nomenclature for each part is assigned. This nomenclature is an exact description of the part with a cross reference to all other "common" names used in the trade for the part. When this is finished, they then itemize the part numbers and the manufacturers who make a part of this description. (See a typical card illustrated at the right.)

They can do the job unusually fast. The key to their speed and accuracy, of course, is the experience

and accumulated knowledge obtained in doing similar jobs for previous clients.

An Actual Case History Report

The Pressed Metals of America, Inc., completed a commodity classification program about a year ago. The job was done with outside help from a private contractor. The job included classification of machine tools as well as repair parts. It was specified that the program could not interfere with normal production, and that disbursement and receipts of parts and tools had to be handled continuously with the audit.

Here's the statement of Mr. J. E. Leighton, Vice-President of Pressed Metals, on the results of the job. "The investment in our stockroom reorganization program began to pay dividends immediately.

"The number of machines waiting for tools dropped to a negligible figure with a corresponding increase in production. In the stockroom itself, space-saving amounted to about 20% over-all, despite the fact that parts and tools were moved in from another crib. About 25% of our total binning space is now available for future expansion—and approximately 7% of our bin sections are completely empty. In addition, a large quantity of obsolete items have been removed and considerable revenue should be realized from their sale. In the long run, the most appreciable saving will be derived from positive inventory control. This includes not only assurance that out-of-stocks and overstocks can be eliminated, but also the means to establish an accurate rate-of-usage on all items.

"Paper work in our stockroom has been reduced to the extent that the attendants are required only to record the stock number and quantity, and check the disposition on a requisition for each issue. Requisitions are posted daily to our inventory record and new

balances are extended by a clerk in the office. This clerk originates orders for material to be purchased.

"There is a great value in the knowledge of the interchangeability of parts. Having established interchangeability of parts, we are able to reduce our overall inventory investment. Also, in a tightening market, we now have a choice of vendors in case lead-time for delivery becomes excessively high.

"The number of end products that hit the scrap pile has been reduced because we have eliminated the costly errors in issuing tools by the assignment of blueprint numbers to all tools manufactured according to blueprint specifications. This numbering system has also increased the speed of filling requisitions.

"In our regrind operation, too, we have established important dividends. The regrind room had previously been overloaded with unsorted, dull tools, and often production demands could not be met. We are buying fewer new tools and, of course, we can get along with a lower total inventory of ground and unground tools.

"Naturally, our whole purchasing procedure has been simplified now that we know exactly how our inventory stands, and with an accurate estimate of probable usage of tools and parts, we can set up adequate lead-time for replenishing stock.

"One of the most gratifying aspects of the whole streamlining operation has been employee acceptance. Our men are paid on a piecework basis, according to how much they produce. Any system that assures a higher production rate for them immediately increases their income."

For more information on commodity classification, a detailed brochure is available to METHODS readers by circling number 183 on the reader reply card bound into this issue.

This descriptive card provides standard nomenclature for the part in question. It is followed by a list of all interchangeable parts, listing both part number and the manufacturer.

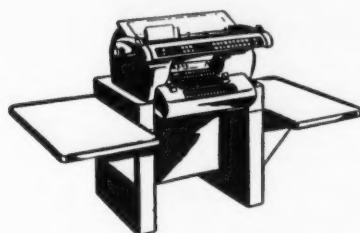
Card No. 402 Item Name: BELT, "V"

Continuous, fractional horsepower
rayon cord
for 5/8" groove pulley
21/32" wd x 7/16" thk x 40°
85" OL x 82" inside lg.

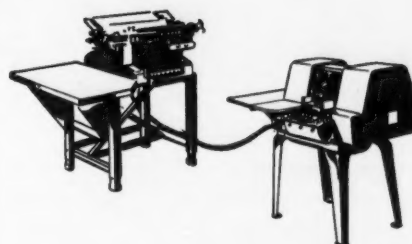
Part Nos.	Mfrs.	Part Nos.	Mfrs.
4850	American Pulley	4850	Allis Chalmers
FHP282	Browning	4850(old)	Goodrich
2M085	Dayton	5L850(new)	"
4850	Dick	2820	Manhattan
3850	Gates	2850	Thermoid
4850	Gilmer	4850	Woods
FB85S	Goodyear	FB85S	Worthington

How to lick your payroll problems...

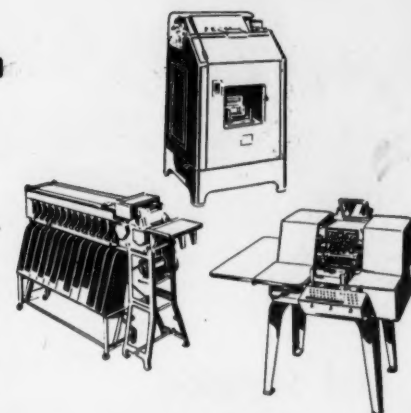
Which
method
is best
for you?



BY ACCOUNTING MACHINE



BY SYNCHRO-MATIC



BY PUNCHED CARDS ALONE

For your
type and
size of
payroll?

This is often the most economical method for getting out payrolls with speed and accuracy. It helps reduce those peak loads which disrupt your office routine.

May be used for all types and sizes of payroll, with or without the Synchro-Matic hook-up for punched-card reports.

When payroll does not require full-time use of machine, it may be used for other accounting jobs in between payrolls.

When payroll is very large, the machine may be equipped for continuous forms to give maximum speed.

A. All the advantages of accounting-machine method for payroll in a hurry.

B. Also the advantages of punched-card method for payroll distributions, analyses and reports with speed and economy; especially helpful for centralized records from locally-written payrolls.

One keyboard operates two machines. The accounting machine is synchronized with a tabulating card punch. As payroll records are written on accounting machine, punched cards are produced as automatic by-product on synchronized punch.

This is a very profitable method:

A. To get extensive cost analyses, detailed labor distributions, and basic data for budgeting by ratio of indirect to direct labor costs. (Punched cards used to rate, extend and summarize gross earnings; employee's jobs and rates may vary widely within pay period.)

B. To get out a large salary payroll quickly. (The same punched card can be used over and over for each employee and a new card is required only for changes in salary or status.)

For the
payroll
records
you need?

One line of writing gives you four completed and proved records:

1. A payroll register with column totals for all earnings, deductions and payments (plus an extra copy of the register if desired for use as branch or department payroll sheet).

2. Pay check (or envelope) with automatic net pay and amount protection.

3. An itemized statement to accompany pay check or envelope for employee's reference on earnings and deductions.

4. A chronological record of the employee's earnings, with to-date totals as desired for gross earnings, taxes withheld, bond deductions, etc.

Records (1) to (3) are produced on the accounting machine, record (4) optionally from the punched cards, which are also used for fast machine tabulation of:

5. All reports on withholding taxes and social security deductions—federal, state and local.

6. All deduction listings and reports for hospitalization, insurance, dues check-off, bond or stock purchases, and employee accounts receivable.

7. Payroll distributions by location, budget account, etc.

8. Personnel reports and analyses by average earnings, class and rate, location, seniority, age, sex, or other breakdown.

Punched cards are used from the beginning; to calculate all earnings (regular, overtime, incentive, bonus, etc.); to summarize gross earnings for each employee; to produce records (1) to (8); and also to produce following records:

9. Actual (empirical) costs by item to compare with standard or estimated costs.

10. Labor cost distribution (direct, indirect and burden) by work center, etc.

11. Analysis of efficiency (time utilization) by employee and supervisory group.

12. Reports on machine performance and the causes for low productivity.

13. Reconciliation of the payroll bank account from punched-card paychecks.

For the
maximum
savings?

For a comparatively small investment, you can make tremendous savings of clerical time. No specially skilled personnel is required. Your present staff can quickly learn to operate the Remington Rand, easiest-to-use of all the accounting machines. Just one simple keyboard. Standard alphabet keys. Only ten numeral keys for all figure work.

For a slight extra cost, you get the advantages of two machine methods. Practically the same operating simplicity as with accounting machine alone. No attention required from operator for the automatic punching of cards. If you have no tabulating department, Remington Rand can tabulate reports from your cards at low cost, saving you additional investment.

The punched-card machines can be rented, purchased outright, or acquired by Remington Rand Use-Purchase Plan which offers an easy way to save on your long-term investment. An efficient tabulating department will multiply the results from human effort by many times, produce results not economical by other means, and repay all costs several times over.

Two folders show how you can
mechanize your payroll with
clerical savings of 50% or more

Ask your local representative for folders AB-525 and TM-598, or write direct to Management Controls Reference Library, Room 1724 315 Fourth Ave., N. Y. 10.



call **Remington Rand**

Circle 152 for more information

For your needs
we have no reason
to recommend anything but
the right machines and systems.
We make them all



Just suppose everybody had the same face...

Imagine how difficult life would be if you couldn't tell friend from stranger by just a glance at a face!

And imagine how difficult your shopping would be if you couldn't identify the goods you buy by the makers' brand names on them!

What faces do for you on people you meet, these brand names do for you on products you buy.

Because of brand name advertisements in these pages, you can do a lot of "shopping" sitting right where you are now. You read about new things, changes in familiar ones. You accept or reject, without stepping out of the house. Brand name advertising keeps you informed, and saves you time.

Because of brand names on the goods in the store, you quickly find just what you want, and know just what you're going to get. Brand names safeguard your money by assuring constant quality and value in the things you buy.

Because makers of brand name goods know they must compete against others for your favor, they have to strive always for new ideas and better quality. Brand names assure you progress in continuous development of goods for better living.

Remember—as you look through the ads in this magazine—nowhere else in the world do people get the protections you get when you choose among American manufacturers' brand named goods!

Whenever you buy—
demand the brand you want

Brand Names
Foundation
INCORPORATED

A non-profit educational foundation
37 WEST 57 STREET, NEW YORK 19, N. Y.

You can get along with

IT'S CHEAPER TO BUY AN ELECTRIC TYPEWRITER



THAN TO

About one out of every ten typewriters used by American business is electric. You might well ask, then "Why aren't there more in use if they produce such terrific results?"

Typewriter manufacturers have been doing quite a bit of research to answer just this question. They have come up with some amazingly candid answers and observations. By and large, they report, there are six major reasons why many business men have been reluctant to buy an electric typewriter. Here they are:

OBJECTION 1:

It's a Special Application Machine

Management in many businesses consider the electric typewriter as a machine suited only to such special jobs as producing multiple carbon copies, for statistical reports, for producing copy to be duplicated, and for billing and invoicing. They feel the electric typewriter is not suited to general purpose work.

ANSWER:

Facts disproved this claim. In the first place, almost every office has occasional call for one or more of the above "special jobs." They are part and parcel of "general purpose" typing. For example, an electric typewriter will turn out as many as 20 clear carbon copies. It's true that you may not have any great volume demand for that many carbons, but when you do, the electric machine will turn them out at one writing, instead of three.

That is but one example of the greater productivity that electric typing can bring. More pertinent, perhaps, is a survey done by the Life Office Management Association among

34 life insurance companies. The survey reported that some of the participating companies realized production increases ranging from 10 to 40 per cent, depending upon the type of work performed. Seven other companies reported a 10 per cent increase in production in general correspondence. One company, with 11 electrics, reported a 40 per cent increase in production of group certificate typing.

OBJECTION 2:

Initial Cost is High

It is true that an electric typewriter costs considerably more than a manual one.

ANSWER:

In measuring cost, the machine cannot be considered as a unit. It is a part of a Typing Station. Since the average Typing Station has an annual cost of about \$2500, the difference between the cost of electric and manual typing is only about 1% of the yearly total. In actual dollars, figuring a five year amortization for the machine, the difference is about \$25.00 a year.

Since the major expenditure on any typing station is the operator's salary, the known increase in productivity that electric typing will bring more than offsets the slightly increased investment in machinery.

OBJECTION 3:

Special Training is Needed

Both users and non-users of electrics reported that a period of training is required before typists become efficient in the operation of an electric typewriter, or even reach their manual production rates. The Life Office Management Association study re-

ports that this period of adjustment and training ranges from one to several weeks, and in some instances the adjustment was not made. Other users of electrics report a minimum of a month before a complete adjustment can be realized.

ANSWER:

Typewriter manufacturers admit that a training program is needed. They complain, however, that the training is usually poorly handled and that the adjustment period need not be so long. For example, typists are often given just any copy material, and with a more or less superficial explanation of the operating parts of the machine, told to practice. Thus, the adjustment period is, for the typist, a "trial and error" method of learning. Recent developments in scientifically planned training have reduced the adjustment period to a matter of minutes or a few hours at most. Here is a typical example. A typist in one office was given a total of two hours practice on the electric typewriter before being given a long statistical report to copy, with multiple carbon copies. This job had previously required two typings to produce sufficient carbons, and took her about a week to produce on a manual typewriter. The typist was able to complete the report in a single day using an electric typewriter.

OBJECTION 4:

Electrics Are Noisy

Early electric typewriters were very noisy, and even today's modern machines are far from quiet.

ANSWER:

Recent models, by all manufacturers, have shown marked improvement in this aspect. Actual meter compari-

methods

fewer typists

PAY FOR AN EXTRA GIRL

sons, conducted by private institutions, indicate that some electric models now show decibel readings no greater than those of standard manual typewriters. If quiet is a major factor to be considered, a noiseless typewriter of the manual variety should be purchased. Most office experts agree, however, that noise at the source must be tolerated and that the wise business man will approach the problem as one of sound conditioning by adopting proper acoustical baffles in his office (see METHODS Feb. '52).

OBJECTION 5:

Maintenance Cost is High

Many users of electric typewriters report that they have experienced rather high maintenance costs in their use of the older models. Several users stated that each older model required at least one, and sometimes several maintenance jobs per year. They also reported that electric typewriters were very hard on typewriter ribbons.

ANSWER:

Almost all of these arguments were valid for older machines, but newer models have benefited by this experience and important mechanical improvements have been made. As for the typewriter ribbons, the introduction of nylon for the ribbon fabric has pretty well eliminated this objection. Most companies find that they change ribbons no more frequently on electrics than they do on manuals.

OBJECTION 6:

Volume of Work Insufficient

In personal interviews, officials of some business organizations—particularly smaller ones—stated that the volume of work did not justify the use of electric typewriters in their offices. They claimed that they could

not get maximum benefit from higher production rates for this reason.

ANSWER:

Further investigation of most of these complaints revealed that the complaining companies had far too many manual typewriters in use in their offices. In other words, even the manual typewriters were not being fully utilized. On the other hand, in many such cases, it was found that if all the typing jobs had been assigned to one person, working steadily, the overall typing production rate would have been much higher. In such cases, if this person had been given an electric, it might have been possible to eliminate *all* of the manual machines.

What About the Typist Herself?

In general, once a typist has become adjusted to an electric typewriter, she is reluctant to return to the manual. In fact, an employment agency's records show that frequently electric typewriter operators refuse to accept new positions requiring the use of manual typewriters. In one large stenographic department where electric typewriters are used exclusively, the supervisor said that she had difficulty transferring typists out of the department, even though the transfer meant a promotion, because manual typewriters were provided elsewhere in the organization. Perhaps one reason for this acceptance of electrics among typists is the fact that the mediocre typist is able to produce the same quality of work as the expert so far as general appearance of a typed page is concerned. A "light" touch or a "heavy" touch has no effect on appearance. Whatever the typist's touch on the keys, the machine itself makes the impression on the paper uniformly.

march 1952

Circle 163 for more information

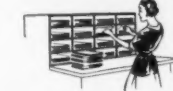
how do YOU collate!



Are the scenes at the left familiar?

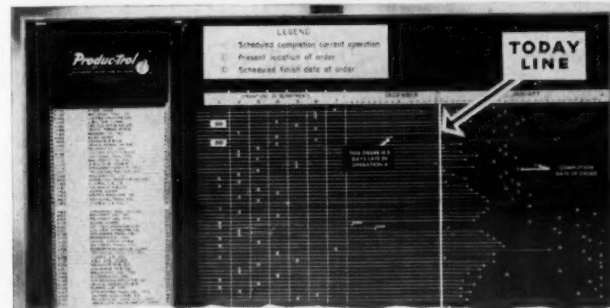
One girl at the Thomas Collator pictured below can match the production of as many as four girls "gathering" manually.

If this saving interests you, please write us for brochure "T" and the full story.



Thomas Collators

specialists in paper gathering
30 Church Street • New York 7 • Digby 9-2270



CLIMB PRODUCTION PEAKS with PRODUC-TROL'S TODAY LINE

Produc-Trol's Today Line, like the mountain climber's life line, ties all your production units together into a single, coordinated team.

No more lagging parts in one unit, overproduction in another, with perhaps a material shortage in between. The Today Line coordinates materials needed with manufacturing schedules . . . parts required with assembled units . . . and actual production with scheduled shipping dates.

This Today Line can be your Life-Line, too! It saves you time. It instantly spotlights lagging or leading operations. It helps keep every part of your production climbing together . . . as it does for more than 12,000 other leading U. S. plants.

Produc-Trol controls ALL kinds of procedures: Purchasing, Manufacturing Orders, Assembly, Inventory, Maintenance, Sales. No manufacturing set-up is too complicated for Produc-Trol to handle.

Write today for our eight-page brochure — "How to Improve Your Order Control." We want you to have it with our compliments.

Wassell Organization, Inc.
Westport 9, Conn.

Without obligation I would like brochure
"How to Improve Your Order Control."

NAME

POSITION

Please attach to, or write on, your business letterhead

4 WASSELL EXCLUSIVES

PRODUC-TROL
INSTALVELOPE

ROTOR-FILE
SIGNALOK

Circle 159 for more information

applications & ideas

New direct mail kit speeds addressing

A new direct mail addressing outfit, of particular interest to smaller businesses, is now being marketed. (See cut) It contains two new machines and all supplies required to



print and address postcards, announcements, advertising pieces, and dealer mailings. If you have been doing such addressing by hand, you'll probably be able to do in ten minutes time what used to take you an hour and more.

Basic units in the kit are a portable printer and a portable addresser. The printer accommodates a low cost stencil on which messages are typed, written or drawn. It will print envelope stuffers, shipping tags, price cards, discount sheets, menus, and notices in perfect register. The addressing unit utilizes a roll of paper comparable to the film roll in a camera on which up to 250 addresses are typed. Multiple rolls can be used for longer lists. With a single one-hand motion, the address is "rolled on." Each roll of names can be used for 100 or more impressions.

For more information: Circle #188 on reader reply-card.

When you send us the reader reply-card, for "more information", please include your title.

Permanent labels for tools, file drawers and office furniture

If you want to label anything on the spot, permanently, without resorting to messy decals, investigate this new permanent labeling tape. It comes in handy little dispensers much like that used for cellophane tape. The tape itself consists of two layers of acetate with a waxy substance in between them. Pressure by a pencil on the clear surface makes indentations in the wax, exposing a colored layer below. The information thus written will not dry out or fade, cannot smudge, and the tape will not curl.

For more information: Circle #186 on reader reply-card.

Take-it-with-you-stapler fits in your pocket

It looks exactly like an expensive fountain pen, but when you slip off the chrome cap there is a handy stapler. It is ideal for salesmen and traveling men. Office workers like its

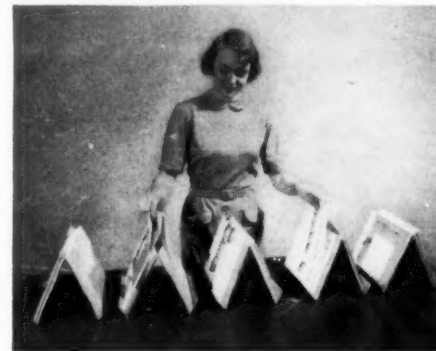


finger tip convenience, and the fact that they can carry the stapler with them if they have some work to do in the file room. The pocket stapler weighs only 1 1/2 ounces, and holds 100 staples. It will fasten 12 sheets.

For more information: Circle #190 on reader reply-card.

Inexpensive "gathering" device speeds collating jobs

These new trays are designed to speed the assembly of catalogues and other paper work normally assembled in the business office rather than at a printer. Quickly set up on any desk top, they save working space since no permanent installation is necessary. When not in use they nest compactly in a space 9 1/2 x 11 x 8 1/2 inches.



All the pages of the job to be "gathered" are within easy reach at natural arm level, eliminating the fatigue of tramping and reaching. The pages are simply slipped from the sloping faces of the trays with the fingertips and assembled as desired.

For more information: Circle #191 on reader reply-card.

Low cost, dead storage filing boxes for retaining old records

As paperwork increases, it's necessary to periodically weed out your active filing cabinets to prevent inactive records from jamming your current files.

A recently developed fibre board filing box is ideal for the purpose, particularly with steel transfer cases in short supply. These boxes are light, inexpensive, and can be stacked from floor to ceiling without support. Formed from a chemically impregnated, corrugated fibre board, they

are moisture-proof, vermin-repellent, and rust-proof. Already in use in several very large installations, their unusual "stackability" offers exceptional space saving possibilities.

For more information: Circle #185 on reader reply-card.

New machine produces punch cards from Addressograph plates

The function of this machine is to imprint information from the embossed portion of Addressograph sensing plates onto tabulating cards, and simultaneously to punch numeric or control codes into the tabulating card. In terms of punched card equipment, it performs in one operation on tabulating cards the functions of a reproducing punch, a gang punch and an interpreter or tabulator. The machine may also be controlled to imprint without punching, and to punch without imprinting. Thus, by mechanically combining the speed and accuracy of metal plate procedures with tabulating methods, the user benefits from the best features of each type of equipment.

For more information: Circle #192 on reader reply-card.

Ingenious paper signals for flagging vertical records

These clever little signals are so effective and inexpensive that they can be recommended without reservation for dozens of office applications. Here's how they work. The signals are made of paper and are backed up with an adhesive something like that found on masking tape. It is not necessary to wet them. They are folded over the top of a card, stick firmly, yet can be easily removed. There is no chance of their sliding on

methods

the card, nor can they tear it as do some metal-type signals. They come mounted in gangs on sheets of paper and are easily removed for use when needed. A variety of colors are available.

SIGNAL, AT LEFT, HAS NOT BEEN FOLDED OVER

DATE STARTED		RENEW DATE	
PLEASE DO NOT WRITE ABOVE THIS LINE			
SEX	DATE OF BIRTH	SINGLE	MARRIED
TELEPHONE NUMBER	NO. OF CHILDREN	NO. OF OTHER DEPENDENTS	NO. OF OTHER DEPENDENTS
DO YOU LIVE AT HOME WITH PARENTS?		IN CASE OF EMERGENCY NOTIFY:	
NAME		RELATIONSHIP	
ADDRESS		TELEPHONE	
WHO DIRECTED YOU TO USE			
REMARKS			
BUSINESS RECORD AND REFERENCES			
ADDRESS		POSITION OR DUTY	REASON FOR LEAVING

They may be used to signal contract expiration, overdue accounts, follow up, or credit risk. When affixed to a card or sheet of paper they will go through a bookkeeping machine or typewriter.

For more information, including free samples: Circle #193 on reader reply-card.

New hand numbering machine permits repeat numbering

If you are now not using pre-numbered forms, a "must" for true paperwork control, this new machine may be of immediate interest to you. It has two extra repeat movements to produce triplicate and quadruplicate numbering in addition to the stand-



ard consecutive, duplicate, and repeat movements. It will accommodate numbers up to six digits, is relatively light in weight, and has a manufacturer's guarantee of five years.

For more information: Circle #187 on reader reply-card.



There's a big difference in business forms, too!

One business form may look very like another. How can you be sure, then, of getting the best? Ninety-three of America's 100 largest firms, and thousands of others, have found a way to be sure of the right forms. They rely on Standard's "unseen specifications"—the skill and precision developed in 40 years of specialized forms manufacturing. Standard Register made the first marginally punched continuous forms.

These companies have found a big difference in the analysis and planning behind business forms—for Standard's men concern themselves with the sys-

tem's purpose and the whole procedure, to develop better-working papers.

These firms know, too, that form design based on years of experience saves thousands of needless operations.

They've learned that Standard's application of the right forms, mechanical devices and equipment... smooths and speeds the entire process of writing records.

Have you a forms problem? Remember this difference. Phone Standard Register in your city. Or write The Standard Register Company, 5103 Campbell St., Dayton 1, Ohio.



STANDARD REGISTER
Business Forms and Utilizing Devices

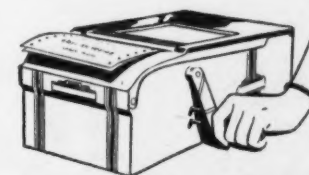
ORIGINATORS OF MARGINALLY-PUNCHED CONTINUOUS FORMS
Circle 162 for more information



PAPERWORK SIMPLIFICATION:
What happens when better business forms are scientifically applied.



Insurance company writes check (and simultaneously posts journal) at the rate of 150 per hour against 400 per day previously, thanks to continuous operation of the two forms on accounting machine, with Standard's Dual Feed.*



A five-part Kant-Slip continuous ticket in Form Flow Registers saves a national airline \$60,000 annually.*



Stock certificates in continuous forms, lithographed on crisp bond, enable Carolina organization to type from 1200 to 1500 certificates a day against former 700. Automatic Line Finder advances forms to fill-in position in split second.*



Combining several related records into one, for one writing, one handling, a Standard Register Zipset so simplified paperwork that this company now handles 2000 more accounts per office clerk.*

*Name and full story on request. Write Standard Register.

How to

a day

Shown above in color is the combined order blank and envelope used for mail order customers and included in the Spring Hill catalog.

It takes but a matter of minutes to copy the thousand or more mail orders handled daily in the big Spring Hill Nurseries at Tipp City, O. Those minutes, spent microfilming, save: 1) order-handling time in the shipping room, 2) clerical costs, 3) vast amounts of storage space, 4) time in tracing lost shipments.

In a mail order operation such as that of Spring Hill Nurseries the paperwork adds up to a tremendous item. Sometimes it piles up to such an extent that it often seems good economics just to bypass certain record-keeping. Spring Hill tried that a couple of years ago, by cutting out the copying of orders in detail.

But then they found that shipments going astray were increasingly difficult to locate. At that point

ing the box in which the film is kept.

Since switching to microfilming there has not been a single stray shipment the nursery has been unable to trace within a few days. (The saving here alone, Spring Hill management asserts, has more than paid for the whole microfilming program.)

Space saving over the amount of room that would be needed to keep the originals or same-size duplicates, is better than 99-to-1. When reference is necessary (to trace a stray or determine if an order was correctly filled) "file-finding" time is short. Usually it takes less than a minute to locate the roll, slip it into the viewer (reader) and turn the dial until the desired enlarged image is thrown on the screen. Copies, when required, cost little and are easy to make.

HIGH-SPEED METHOD CUTS HANDLING, PROVIDES PROOF-OF-SHIPMENT

Spring Hill management decided that since use of the customers' original orders as packing and shipping lists was still the best method of handling those phases of operations, the answer was to find a fast, inexpensive way of copying, indexing and filing a detailed record of each order. Microfilming, with its facsimile reproduction, semi-automatic operation, ease of indexing and compactness, they decided, was the answer.

Results

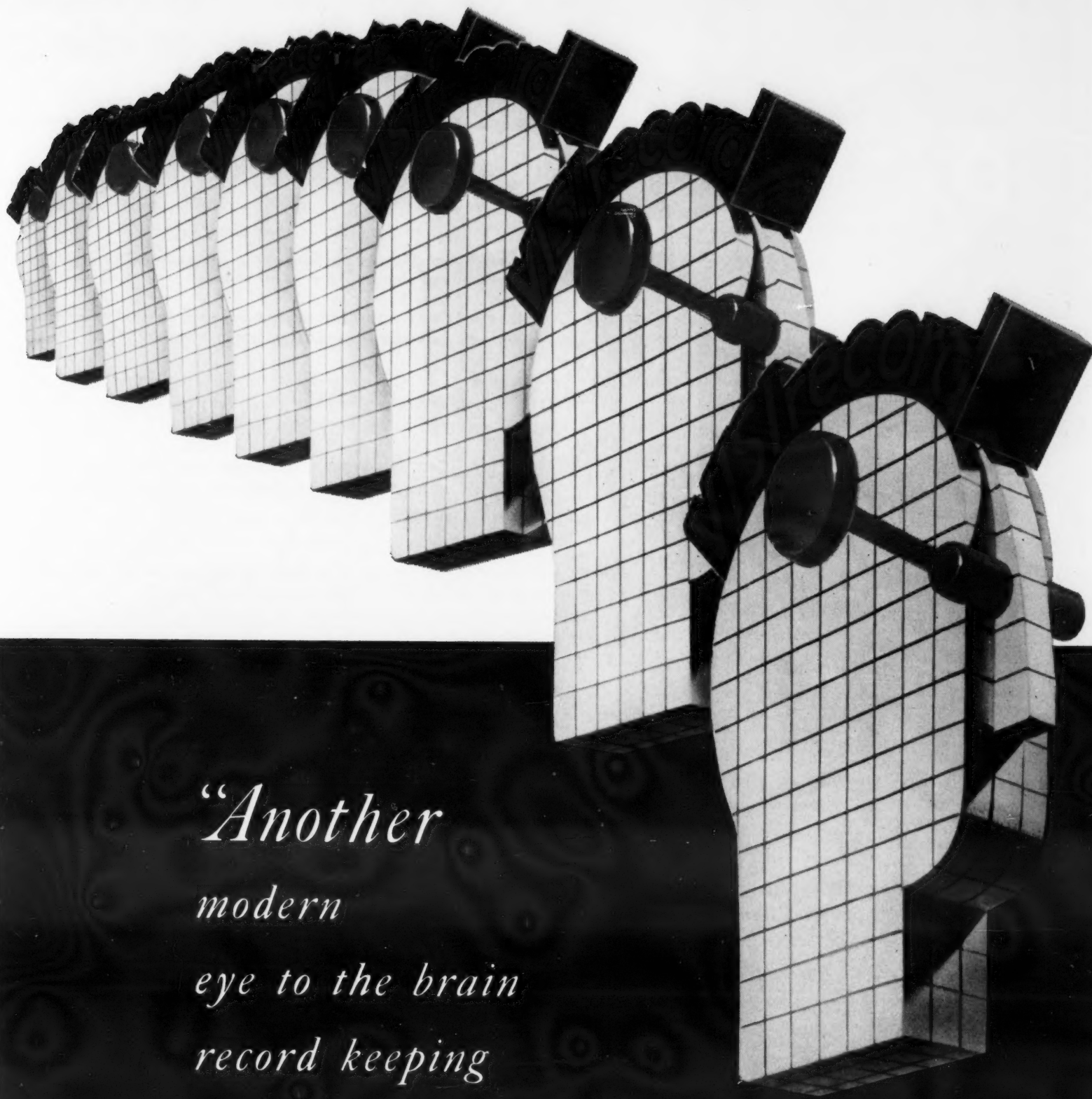
By microfilming orders, the Spring Hill clerical staff immediately accomplishes a number of objectives. For one thing, transcribing errors are eliminated—the camera copies exactly what's on the original document. For another, in filming thousands of orders on a single roll of microfilm, they index that many records in one simple operation of label-

Handling Back Orders

Microfilming methods at Spring Hill simplify the handling of back orders. If there are one, two or several items on a customer's list not immediately in stock the order form is so marked and then sent through the microfilming and shipping room phases. The original is held in the shipping room until the rest of the order is filled; then the order is filmed again, this time as a record of filling the back order.

For sales analyses purposes, Spring Hill Nurseries finds its microfilmed copies of the detailed orders provide all facts on size of orders, trends in demand, locality sales strengths and seasonal movements. These records are easily reviewed for general or selective summary statistics.

For more information on this and similar microfilming systems, please circle No. 178 on the reader reply-card bound into this issue.



*"Another
modern
eye to the brain
record keeping
accomplishment!"*

COST RECORDS



**one of the
many
important
functions
that
VISIrecord
performs
for the
efficient
operation
of your
business**



VISIrecord . . . "The World's Fastest Visible Record Keeping System!"

VISIrecord

THE PIONEER

VISIrecord, from its inception, 12 years ago, has provided both Government and Industry with a convenient tool for Record Keeping Procedures, which combines phenomenal speed and accuracy with economies heretofore considered unattainable.

Thousands upon thousands of VISIrecord installations singly, or in combination with Triposter and VISIriter, are, and have been in constant daily use for years. They provide a permanent historical record of all the salient factors which pertain to modern and efficient Cost, Production, Sales and Administrative operations. The Visible Vertical principle of Card filing provides for unlimited exposure on 3 or more margins of each and every card, plus positive elimination of the possibility of missing and misfiled records (to mention but a few of its outstanding features). It has fulfilled the need for increased visible record keeping efficiency.

Now, it is possible, not only to have thousands of records available to one operator in a sitting position, but with instant accessibility to any card or group of cards, for reference or entry—with easy removal and replacement of a record in its correct position in the file.

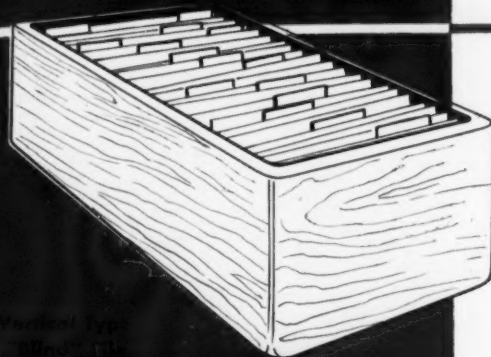
VISIrecord takes great pride in having pioneered the visible vertical principle.

For information on any type of record keeping application write to:

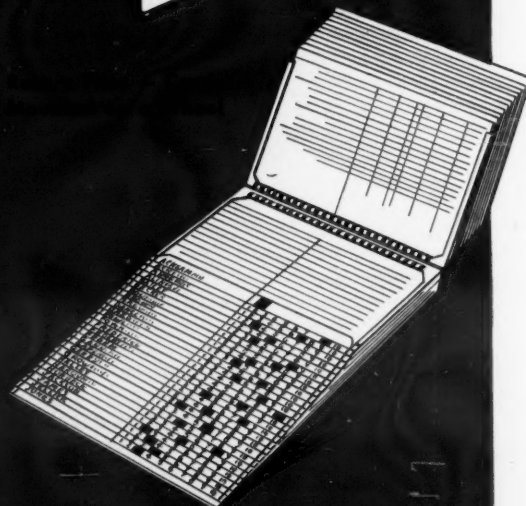
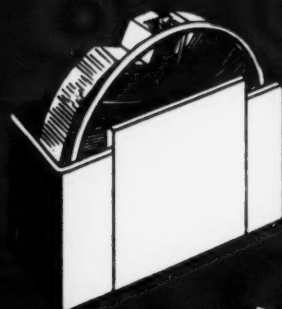
VISIrecord, Inc.
801-G Second Avenue
New York 17, N. Y.

Circle 156 for more information

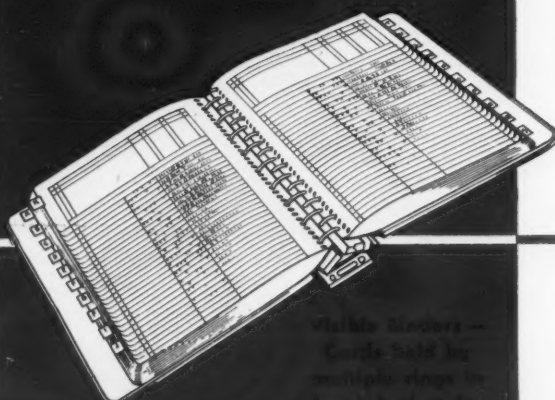
Why do it



Vertical type
Blind file



Visible Files —
Cards held in
place in pockets
or by clamps
in flat trays.



Visible Binders —
Cards held by
multiple rings in
book bind style.

WHEN YOU CAN REDUCE THE COST AND INCREASE THE EFFICIENCY OF YOUR COST RECORDKEEPING

Although there are many different cost accounting systems in use, most of them have certain fundamental characteristics in common:

- Cost Department records are among the most voluminous to be found in the average firm.
- Cost Accounting records require considerable clerical work, because of the large amount of posting, reference and report writing involved.
- Cost Departments are under continuous strain due to demands for current, accurate cost data for operational purposes.

Widely used types of recordkeeping equipment, vertical, rotary, and visible, do not adequately meet the challenge of cost accounting:

- BECAUSE Blind & Rotary Files**
- 1—Require excessive Record search time.
 - 2—Require needless card handling.
 - 3—Have the same time loss in both reference and posting.
 - 4—Have no control over misfiling.
 - 5—Are difficult and time consuming to review and analyze.

- BECAUSE Visible Files**
- 1—Occupy large areas of space, and create excessive operator movement, and time loss.
 - 2—Are difficult to expand or contract.
 - 3—Forms size limitations reduce flexibility of card design.
 - 4—Posting position is awkward and continually changing, contributing to fatigue and errors.

- BECAUSE Visible Binders**
- 1—Are heavy and difficult to handle.
 - 2—Are extremely difficult to expand or contract.
 - 3—Do not provide good writing positions and posting is awkward.
 - 4—Are extremely slow and fatiguing for random posting and reference.

Partial list of the many users of VISIrecord's system of Cost Recordkeeping:

Ford Motor Company
 York Corporation
 Warner Gear Div., Borg-Warner Corp.
 U. S. Rubber Company

E. I. DuPont de Nemours & Co., Inc.
 Chevrolet-Detroit Gear & Axle
 Bell Aircraft Co.
 Chrysler Corp. — Parts Division

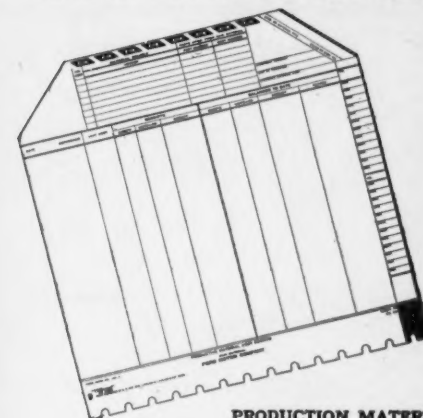
Schlage Lock Co.
 Wayne Pump Co.
 Stearns Manufacturing Co.
 Crampton Manufacturing Co.

-

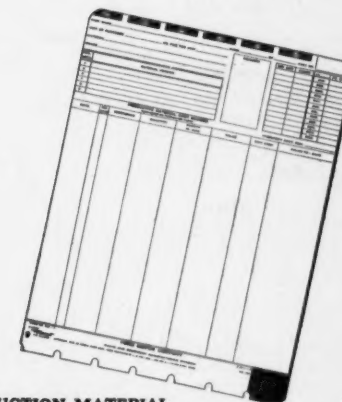
[illegible]

Large Lock Company
Lyne Pump Company
Marns Manufacturing Co., Inc.
Smpton Manufacturing Company

used at the Ford Motor Co.



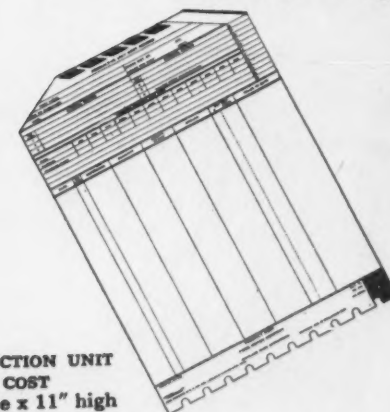
**PRODUCTION MATERIAL
COST**
10.8" wide x 11" high



**PRODUCTION MATERIAL
COST**
8.4" wide x 11" high



COST OF SALES
8.4" wide x 10" high



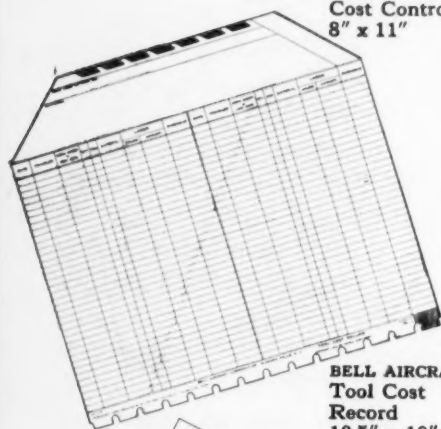
**PRODUCTION UNIT
COST**
8" wide x 11" high

Circle 156 for more information

Some of the many
VISIrecord
COST RECORDS
in use in
Leading American Industries



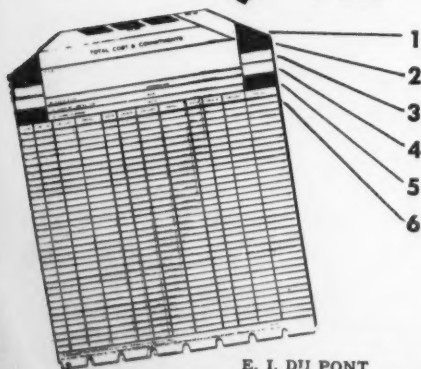
U. S. RUBBER CO.
Shop Order
Cost Control
8" x 11"



BELL AIRCRAFT
Tool Cost
Record
10.5" x 10"



SCHLAGE LOCK CO.
Standard Cost
Record
8" x 11"



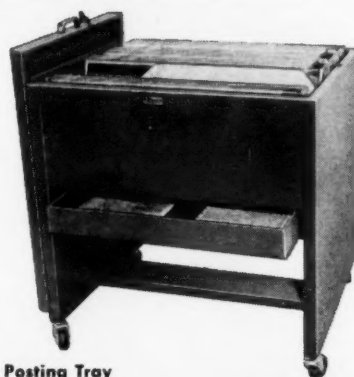
E. I. DU PONT
de Nemours & Co., Inc.
Construction Cost Record
(6 card system)
8" x 10"



Well Table
and Porta Tray



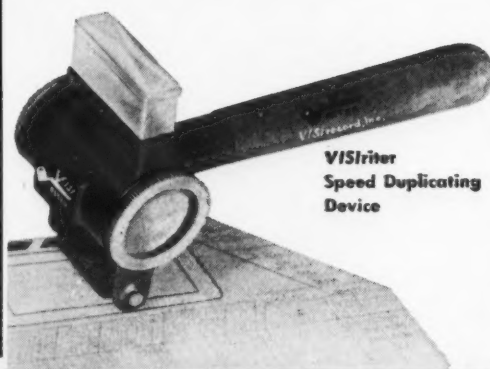
LT1
Junior Posting Tray



LTX
Senior Posting Tray



LT2
Posting Tray



VISIriter
Speed Duplicating
Device

Hand Posting
from Tray



i Level Unit
(open and raised)



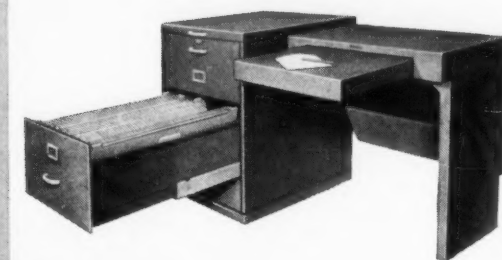
The brains of your business...

VISIrecord housing equipment fits your needs. From small portable filing units to large multiple desk applications. Every unit designed to operate efficiently and easily from a seated position with every posting operation at non-fatiguing desk level. VISIrecord can be applied equally well to machine and hand posted records.

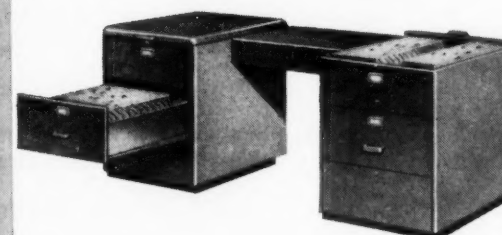
TRIposter, a machine for multiple posting operations, and VISIriter, the marvelous pocket-sized duplicating device, are systems tools available to solve your difficult business problems economically.

VISIrecord, Inc.

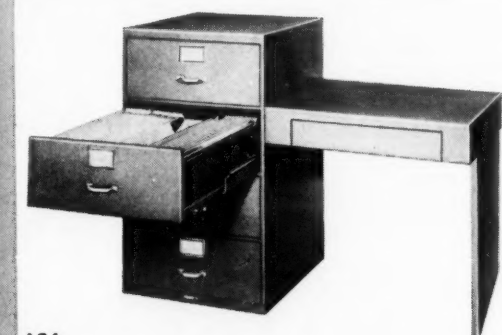
801 Second Ave. • New York 17, N. Y.



LTD
Single Posting Desk

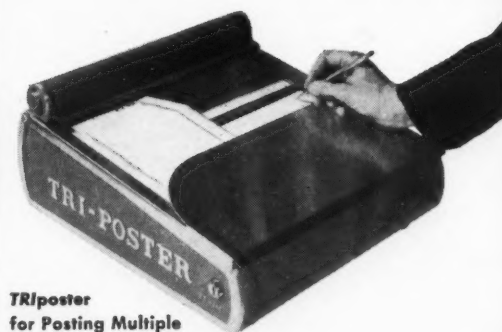


LTD4
Double Posting Desk



LC4
Single Counter Height

Machine Posting
from Tray



TRIposter
for Posting Multiple
Records at one writing

methods

asks the

experts

THIS MONTH'S EXPERT

FIRE PROTECTION INSTITUTE

New York 19, New York
Paul W. Eberhardt, President

Founded in 1946, the Fire Protection Institute is a public service organization specializing in fire safety education and information. Mr. Eberhardt, its president, is also vice-president of Walter Kidde & Company.

One of the chief objectives of the Institute is to emphasize the importance of sound training and tested equipment in controlling and extinguishing small fires that might otherwise get out of hand. It develops special educational material for fire chiefs, municipal authorities and industrial safety personnel. On a national basis, it has been extremely influential in developing a number of community fire safety programs.

A MONTHLY FORUM ON A CURRENT MANAGEMENT PROBLEM

Why 43% go bankrupt each year

IF YOU FEEL SECURE IN THAT "FIREPROOF" BUILDING — REVISE YOUR THINKING!

The legend of the "fireproof" building has been the undoing of many a successful business. No building is fireproof. While it is true that the shell of a modern fire-resistant building will not burn, its contents will.

When an office burns, papers are often the first thing to go. Therein lies the tragedy. Of firms that lose their records in fire, 43% go bankrupt. Of the remaining 57% which do manage to get back on their feet and keep operating, 28% fail within three years. The others suffer so heavily from loss of credit rating that often their whole profit picture changes overnight.

Most businessmen lull themselves into a false sense of security by taking out adequate fire insurance. As any fire insurance man will tell you, insurance is not enough. For one thing, you must present *proof of loss* after a fire in order to collect in full. Too often, such proof goes up in flames in the form of burned inventory records, accounts receivable records, and other evidence of loss. One precaution you can take immediately is to store such records in insulated equipment like safes or vaults.

Insurance is not Enough

While insurance is certainly necessary, it is basically a *negative* approach to the problem of office fire protection. It makes a lot more sense to do everything possible to prevent a serious fire from breaking out or to provide the means by which you can *control* a fire in the precious few minutes before the fire department arrives. One very fundamental suggestion, of course, is to eliminate in so far as possible the elements that cause a fire. It's a matter of good

housekeeping. While you can't remove very many combustibles from an office, you can minimize overall damage by the use of such items as non-inflammable paint. But by far the most positive action you can take is to supply your office with the proper tools for stopping a fire right after it starts, or for controlling it until professional fire fighters take over.

To Keep a Fire in Hand

Fire extinguishers are probably your best bet for keeping out of the headline news. What you may not know, however, is that an extinguisher should be purchased on the basis of the job it is to do. Failure to use the proper type may prove fatal. The two charts below are a good guide.

CLASS AND TYPE OF FIRE

On Class A fires (those involving wood, paper, cloth, rubbish and ordinary combustibles) use approved foam, water type or soda-acid extinguishers.

On Class B fires (those involving oil, grease, paint and other related products) use approved foam, dry chemical, vaporizing liquid or carbon dioxide. Do not throw water on this type of fire since it only serves to spread the flames.

On Class C fires (electrical installations, including motors and generators) use approved carbon dioxide, dry chemical or vaporizing liquid extinguishers. NEVER use water on electrical fires—it could be fatal.

SELECTING THE EXTINGUISHER

Extinguisher	Suitability
Carbon dioxide	Class B and C fires
Dry Chemical	Class B and C fires
Foam	Class A and B fires
Soda-Acid	Class A fires
Vaporizing liquid	Class B and C fires

Before you buy any of the types suggested, first determine your "risk" areas and provide the correct extinguisher for the hazards involved. Even after installing them, it will be necessary to set up a regular inspection program to see that these tools are properly maintained. It's important, too, to choose only those fire extinguishers bearing the seal of the Underwriters' Laboratories or the Factory Mutual Laboratories. Before an extinguisher is eligible for either label, it must meet rigid performance standards.

Sprinkler Systems

Sprinkler systems offer two important advantages not present in manual fire extinguishers; no one has to be present to operate them and they may be placed in areas where there is insufficient traffic to notice a fire before it is well under way. The sprinkler starts operating automatically as soon as the heat level in the area reaches 160 degrees Fahrenheit. Water is not the only extinguishing medium available in these systems, and they may be equipped to handle carbon dioxide, foam, and other types of chemical extinguishing liquids.

While they involve substantial outlays for installation, sprinkler systems can more than pay for themselves in terms of reduced insurance costs, prompt control of incipient fires and peace of mind. They should not be considered a substitute for manual extinguishers, however. The two methods supplement one another.

For more literature on the above subject, together with a list of films available for educating employees on fire prevention, circle number 182 on the reader-reply card.

Suction Strainers
No. A-68A Straight 90
D-668A Right Ang
2-P (7 1/4")

But

\$8600³⁵ Saved!

The VARI-TYPER has a standard keyboard and is operated by your office typist. It produces finished type-proofs, all ready for paste-up or direct reproduction on a litho plate or mimeo stencil. Both margins are automatically evened.

Change to any style and size you like—hundreds to choose from in all the popular designs—and in foreign languages, too.

(VARI-TYPED!)



Vari-Typer

Please send me Vari-Typer Booklet #A43

Please send me your typesetter booklet

Name.....

Company.....

Address.....

City..... Zone..... State.....

Circle 157 for more information

method
of the
month

Fix it before it breaks down

Editor's Note: The following material was digested from the Research Institute of America's Operations Report of January 29th, 1952. This report is the best compendium we have seen yet on recent thinking about preventive maintenance. Space does not permit reporting it in full. RIA has made available to METHODS readers copies of this report, however. You may obtain one by circling number 200 on the

The idea of servicing equipment at regular intervals to prevent major repairs and breakdowns has long been recognized by big companies, especially those with synchronized production lines where a few minutes stoppage can cost thousands of dollars. With today's higher break-

A. No question about it. Without records, machinery is often kept way past its economical life because no one checks on frequency and cost of repairs. Plant managers at the con-

[illegible]

Figure 1: Top of folded form including visible margin.

[illegible]

Figure 2: Maintenance cost record—reverse side of Figure 1.

ference emphasized that cost data is also important for smaller pieces of equipment. In one instance, a company found that motors were being repaired at a cost of \$80.00 each—where new motors could be purchased for \$50.00.

Q. Are there any good machine maintenance record forms on the market?

A. Yes, most of the record companies have them. But the usual standard form contains more information than needed by small and medium-sized companies. Many plants find their own forms more satisfactory, or they enter on the standard form only the information they actually use.

Q. How big should a maintenance department be to warrant investment in a punch card system?

A. Size is not the test. The advantage of punch cards depends almost solely upon whether the company needs such accounting in other operations besides maintenance.

Q. What are the concrete advantages of punch card accounting for maintenance?

A. Cost can be broken down a variety of ways, and data can be gotten quickly, proving an almost day-to-day check on expense. Also, many comparisons can be made that are otherwise impractical.

Method of the Month

The following information was obtained from one of the largest corporations in the United States which, after much planning, recently installed a new preventive maintenance record. While they are unwilling to lend their name to the system until they have more experience with it, they have given METHODS permission to print a copy of the form they use together with an explanation of how the record is maintained. Their preventive maintenance form is housed in a visible record cabinet of the tray type. The form combines three separate records:

1) *Equipment record*—which shows all pertinent information about the machine or item, including the manufacturer, the serial number, the location, etc. (See figure 1) On the visible

margin, there is a 1-52 scale for each week in the year. A signal moves over this scale to indicate the week in which the next preventive maintenance inspection should be made. At the beginning of each week it is a simple matter to glance down the records and instantly select items up for inspection.

2) *Maintenance cost record*—as shown in Figure 2 this record, which is an integral part of the same form, shows the date on which maintenance was made, the work order number, the description of the work done, plus the labor and material costs.

3) *Repair part record*—on the back of the same form, a simple stock record of parts used for replacement and maintenance is provided. This record shows the name of the part, the manufacturer's number, plus the maximum and minimum balance which should be maintained. (This record does not allow for interchangeability of parts).

Many Variations of System

Visible systems are generally recognized as ideal for preventive maintenance follow-up control. The visible margin is particularly useful in insuring prompt and regular maintenance work.

An interesting variation of the system shown above is a "floating" maintenance order which is combined with the regular record. This is a card which can be pulled from the file when the signal shows that the machine is up for inspection. Instead of writing a separate inspection order for the maintenance crew, this floating requisition is delivered on a daily basis to the foreman. The card shows all pertinent details about the machine, and space is available for the workman to fill-in information such as work done, cost, replacement part, etc. When he finishes the job, he initials the card, returns it to the foreman, who then returns all of the inspection cards for the day to the record clerk. This simple device eliminates a lot of writing and rewriting.

For more information on the preventive maintenance record described above, circle number 199 on the reader reply card bound into this issue.

BROWN INSTRUMENTS DIVISION of Minneapolis-Honeywell ... Saves 300 Hours Copying Time a Month Preparing Paper Masters by XEROGRAPHY

Keeping price lists and other data forms up to date on thousands of items; duplicating and distributing these forms quickly, is a big chore in any plant.

Brown Instruments Division of Minneapolis-Honeywell Regulator Company, Philadelphia, Pa., pioneer and leader in industrial instrumentation, solved its copying problem with XeroX Copying Equipment by making offset paper masters by xerography, the new, dry, electrostatic process.

As shown in photos below this eliminates retyping all the information not requiring correction in forms. No proof-reading is necessary. A few or a thousand copies can be made from one master.

According to E. Y. Kline, Manager of this operation, an average of two hours copying time per page is now saved by the xerography process. In addition, changed forms, such as price data sheets are speeded to salesmen and customers.



1. New price or data is Vari-Typed on a slip of paper



2. Vari-Typed new data is pasted on multilith copy, instead of original



3. Operator makes offset paper master of complete pasted up revised form by xerography in less than 2 minutes



4. Offset paper master is placed on cylinder of Multilith Duplicator and multiple copies start rolling off

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THE HALOID COMPANY
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THE HALOID COMPANY
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Please send information and case histories showing how XeroX Copying Equipment saves time and money making offset paper masters for duplicating existing price lists, internal forms, engineering drawings, etc.

NAME

COMPANY

ADDRESS

Circle 165 for more information

Engineered **WAYS TO BETTER BUSINESS** by



GLOBE-WERNICKE

1/4-turn for full
work efficiency

privacy wherever
desired

special work
facilities
as needed

smart modern
appearance

always complete—
never final

rearrange at will
without special
tools or skill

18% up to 43% saving
in floor space

**In a dozen
daily ways**

You SAVE SPACE-TIME-MONEY

with **TE CH NI PL AN**

the **ORIGINAL** modular office

IMMEDIATE ACCEPTANCE has greeted the introduction of **TECHNIPLAN**, confirming the widespread practical need for this modular office system. Actual installations can be seen in most parts of the country.

STANDARD UNITS comprise the **TECHNIPLAN** office. They are interchangeable, interlocking, to form countless combinations and arrangements. To meet changing needs rearrangement is readily accomplished without special tools or skill. **TECHNIPLAN** is always complete—never final.

HIGHEST EFFICIENCY results from job-fitted facilities for each work station, and the time-saving 1/4-turn work position. All work surfaces and facilities are within easy reach, ample, without waste.

PRIVACY, WITH SOUND BARRIER, is provided by standard partitions, as desired, either all wood or wood and glass.

SMART, MODERN appearance is assured by traditional G-W craftsmanship devoted to fine woods, superbly finished in rich walnut.

KNOW THE FACTS—use the convenient Check List Request.

Engineering Specialists

In Office

Equipment

Systems

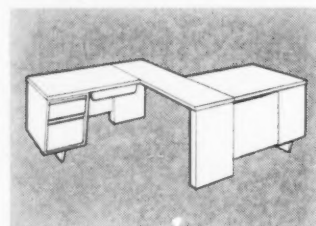
and Visible Records



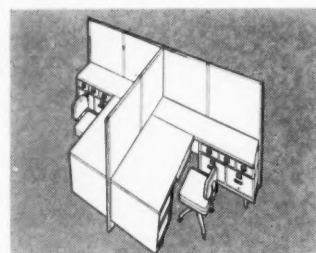
GLOBE-WERNICKE

Cincinnati 12, Ohio

Circle 153 for more information



Variation of the **TECHNIPLAN** arrangement in main illustration.



Another **TECHNIPLAN** arrangement, with partitions, fitted to its area.

**CHECK this LIST for
wanted information—
promptly furnished:**

- ☐ **TECHNIPLAN** Facts
- ☐ Modern Filing Methods
- ☐ Visible Record Facts
- ☐ Special BIG Papers System

**Check above, attach
to your letterhead—
and MAIL—TODAY!**

Don't put your money in a safe!

AN EXPERIENCED BURGLAR CAN CRACK A SAFE IN A FEW MINUTES

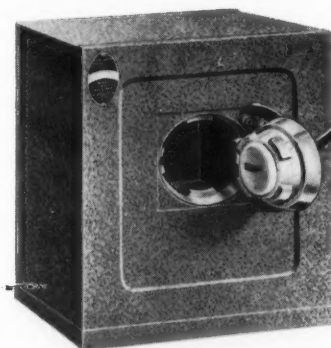
Ask the average businessman what his safe is for, and he'll tell you "to store valuables." That's not quite accurate. It is true that a safe will discourage pilferage. It's also true that an ordinary steel filing cabinet, with a combination or tumbler lock, is just as great an inhibitor for the inexperienced intruder. What's more, it's much less expensive.

Know What a Safe is for

Safes are designed with one principal idea in mind—to protect their contents from fire. The heavy insulation is heat resistant and so constructed that it will resist impact in case the safe falls through several floors in a serious office fire.

How to Safeguard Cash

If your problem is one of protecting cash receipts or payrolls against burglary, you need a money chest. The best testimony to the effectiveness of a money chest for this purpose comes from insurance companies.



A money chest in concrete block.



A safe with compartments and drawers.

Firms insured against burglary can reduce their insurance premiums as much as 70% if a certified money chest is used to safeguard their funds.

A money chest is made of the hardest steel. Most money chests marketed by reputable manufacturers carry a certification by the Underwriters' Laboratories, Inc. This label indicates that the chest has passed a series of tests including a concentrated attack by explosives, drills, sledge hammers, wedges, and power tools. It also indicates that it is equipped with an approved "relocking device" which immediately relocks the chest if an overt attempt is made to open it. It's interesting to note that a truly experienced cracksmen will make no effort to open a money chest when he is confronted by one in a burglary.

For the business man who needs to combine fire protection with burglary protection, safes are available with a money chest built into their interiors.

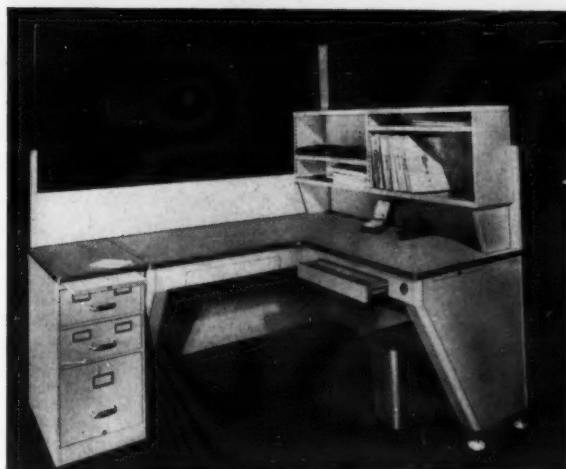
methods

This is an electric typewriter, for operation on either A/C or D/C current, with a 12 inch correspondence carriage.



\$ _____

This is a portable modular office, complete with 11 foot L-shaped desk, file and book storage and 6 foot partitions.



\$ _____

HOW MUCH DOES IT COST?

How much do you really know about the cost of better methods? On this page you'll find a one-minute test. Four typical items, found in almost every office, are shown. Look them over, estimate their price, and jot your guess on the extra postpaid card bound into this issue. The month after next we will publish a tabulation of replies. You don't have to give your name — just your title.

\$ _____



This is a wall-type fire extinguisher, with a 2½ gallon water capacity, for average office use.

\$ _____



This is a copy-holder which, when affixed to a typewriter, is used to speed typing of reports and routine copying.

PARDON US . . .

for not having the results of last month's HOW MUCH DOES IT COST survey tabulated and presented in this space.

When closing time for this issue came around we were still receiving Reply-Cards at a high rate and felt it better to let them come in for a few more weeks before translating them into facts and figures.

The April issue of METHODS will carry tabulations on your cost estimates of those items that were illustrated and described in our February issue. . . .
The Editor

Put it to work on
your mailing list

Master Addresser

The original spirit process addresser



TWO
MODELS
\$24.50 and \$44.50
Fed. Tax & Supplies Extra
(Slightly higher on West Coast)

Address envelopes, cards, circulars, quickly and efficiently. Prints from paper tape prepared on your own typewriter — NO STENCILS — NO PLATES. Simple and easy to use — saves time and money. Over 30,000 sold in past two years. Ask your dealer for a demonstration or send coupon.

NO STENCILS — NO PLATES

Master Addresser Co., 6500-F West Lake St.,
Minneapolis 16, Minnesota.


Please send complete information and
name of nearest dealer.

Name _____
Address _____
City _____ Zone _____ State _____

Circle 164 for more information

—thought starters—

SALES

thought  starter

Dictating machine used to record telephone orders



An unusual application for dictating equipment has recently been reported by a New York City drug store. Under the new Durham-Humphrey law, a druggist is required to retain proof that he has been authorized to refill a prescription calling for certain drugs. This druggist has attached to his prescription department telephone a dictating instrument which automatically records a doctor's voice as he says it's okay to refill. The recording then constitutes sufficient evidence for the druggist's files.

The general applications for this idea are almost limitless. For example, a sales manager could use it for confirmation of customer's orders made by telephone. A purchasing agent could use it for a record of a supplier's telephone acceptance of an order. A newspaper could use it to take down a reporters on-the-spot story.

As far as the admissibility of telephone recordings in evidence, a lot depends upon the court concerned. Generally speaking, such records are

admissible—if only as supplementary or secondary evidence.

For a detailed brochure on this subject, outlining other applications for telephone recording, please circle number 194 on the reader-reply card bound into this issue.

FINANCIAL

thought  starter

Paperwork via conveyors to speed order distribution

Smith, Kline & French, Inc. use belt conveyors to handle paperwork at its new Philadelphia distribution center. From the time an order is phoned in, and until shipment is made, papers travel from station to station by belt conveyor.

The paper flow begins in the order-receiving room. Here, sixteen girls handle hundreds of telephone orders per day. As orders come in, they are immediately typed on forms, as shown in the illustration, and the typist places the form on the conveyor which passes in front of her. This conveyor discharges to a second belt which takes the orders to the "order control" station.

Here, credit is checked and orders are segregated as to whether large or small. When small orders are received, forms are held until additional orders from the same firm ag-




gregate a sizeable shipment. At this station items are also coded as to their location in the warehouse.

Next, the order is dispatched through a vertical chute to the warehouse floor below, where it is filled. A vertical conveyor brings the papers upstairs again. This belt discharges to a third conveyor which carries the papers to the head pricer who distributes them among twelve assistants. Carbons are sent to the shipping desk to be inserted with outgoing goods. The original goes to Accounts Receivable for entry. The overall system saves countless steps, making it possible for only forty people to process the tremendous traffic of orders—hundreds a day—for the over 30,000 drug store items the company carries.

For more information on this system, please circle number 197 on the reader-reply card bound in this issue.

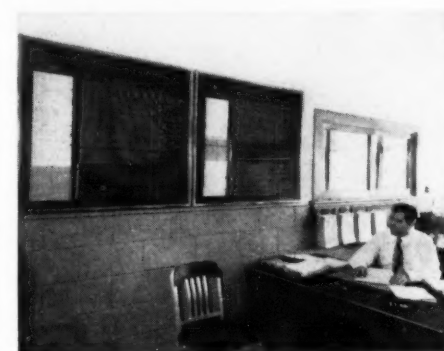
PURCHASING

thought  starter

Purchases controlled visually in P. A.'s office

A good example of management-by-exception, as applied to purchasing control, is in operation at the Besser Manufacturing Company, of Alpena, Michigan. As shown in the illustration, the Director of Purchases keeps two control boards mounted on the wall right next to his desk. These boards utilize a unique string and peg technique whereby they can be shortened or extended to graphically chart purchasing action. Each raw material and finished part has its own string or line. This provides the P.A. with an accurate record of purchases of raw material and finished parts, showing quantities on hand in excess of current date (the current date being


shown by a vertical line) and ordering points. Thus, with every purchase order scheduled on a time basis, plus an indication of date order was placed, lead-time required, and promised delivery, it is easy to take follow up action. Mr. Raymond Bailey,



Besser's Director of Purchases, puts it this way, "We are looking at the things to be done, instead of for them. The date line automatically eliminates everything but those items needing attention. We do better work in less time and can't overlook anything."

For a complete illustrated report on this system, which also details Besser Manufacturing's Inventory, Order, Machine Load and Sales Control, with additional information on their method of controlling Personnel and Plant Traffic, circle number 198 on the reader reply card bound into this issue.

METHODS

thought  starter

Good office layout principles combined in new installation

Though the illustrations here show the layout of a finance company, the principles are applicable to any office whether it is seen by the public

methods

or used for internal operations only. When the Greenville Finance Company, in Greenville, Michigan, set up its new office, unusual care was taken to assure good layout, proper lighting, and adequate sound conditioning.

The main office has a friendly and cordial atmosphere. Note the sound



conditioned ceiling and the careful placement of modern lighting fixtures where they are most needed. Even the floor covering has been designed to serve a useful purpose. Inset tiles help point the way to the counter where customers are quickly handled.

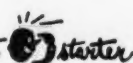
Behind the counter where the customer is met, is a compact stenographic area. All files used for cus-



tomers' service are placed at the point of customer contact in convenient counter height arrangement. There's no lost motion and customers can be handled quickly and efficiently. This same counter height arrangement can be effectively used in any business, even for handling within-the-company traffic. In a central filing department, for example, the counter provides working space, is a barrier to other employees, and gives convenient access to materials requested.

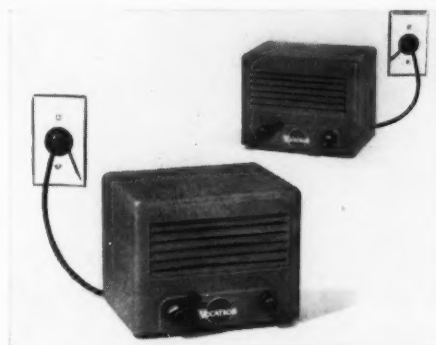
march 1952

METHODS

thought  starter

Portable inter-com needs no wiring

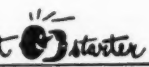
No wiring or special installation is required with this new portable inter-communication system. Priced at only \$79.50 per pair the units can be plugged into any standard AC or DC, 105-120 volt light socket and your existing lighting circuits carry the sound. All



models incorporate a novel silencer circuit which maintains the unit in a static-free state while standing-by until it's activated by a signal from another station. Each unit is a combination transmitter and receiver. Applications are almost infinite around the office or plant, and communication between separated buildings — often up to a half mile away — is possible when they are serviced by the same transformer.

For more information: Circle number 184 on reader reply-card.

FINANCIAL

thought  starter

METHODS reader reports system for handling FICA tax

It's a recurrent problem in every business to set up pay records that distinguish between the \$3000.00 wage limit for unemployment compensation tax and the \$3600.00 wage limit for social security tax. Mr. L. R. Lamer, Secretary of the Prim Hosiery Company of Chester, Illinois, has sent us his company's solution in answer to our request for ideas from readers.

Here's how it works. Payroll checks

are made up on an accounting machine whereby the employees' individual pay record is secured at the same time the checks are completed. (The pay record is shown here.) You will notice that, for the first quarter, column number one totals \$3000.00, which would be reported to the state for unemployment compensation tax, while the sums of column one and two would be reported to the Treasury Department for social security tax. During the second quarter, there would remain only a balance of \$300.00 to report to the Treasury Department and no wages would be reported to the state because the \$3000.00 limit was reached. Consequently, all wages appearing in column three would be excluded in any report. Also note that the F.I.C. column under the Deductions head-

ing has no entry for the last pay period shown. These deductions in prior pay periods totalled the \$54.00 maximum requirement for tax. Since the earnings record has an "earnings to date" column, it is very easy for the payroll clerk to tell at a glance exactly when a particular employees' check should be split up into any one of the three proper earnings columns.

For more information on the above payroll plan, circle number 196 on the reader-reply card bound into this issue.

If you are not using an accounting machine for your payrolls, a similar system can be applied to a manual operation using a posting board. For a complete write up of this technique, which is particularly applicable to smaller companies, please circle number 195 on the reader-reply card.

Joe Doakes
United States of America

EARNINGS				WEEK	EARNINGS TO DATE	PERIOD ENDING	DEDUCTIONS			
1	2	3	4				F.I.C.	WITH. HOLDING	GROUP INSUR.	UNION DUES
550.00				1	550.00	JAN 15'51	8.25	110.00	2.75	
550.00				2						
550.00				3	1,100.00	JAN 31'51	8.25	110.00		
550.00				4						
550.00				5	1,650.00	FEB 15'51	8.25	110.00	2.75	
550.00				6						
550.00				7	2,200.00	FEB 28'51	8.25	110.00		
550.00				8						
550.00				9	2,750.00	MAR 15'51	8.25	110.00	2.75	
250.00	300.00			10						
				11	3,300.00	MAR 31'51	8.25	110.00		
				12						
				13						
				1						
	300.00	250.00		14	3,850.00	APR 15'51	4.50	110.00	2.75	
		550.00		15						
				16	4,400.00	APR 30'51		110.00		
				17						
				18						
				19						
				20						
				21						
				22						
				23						
				24						
				25						
				26						
				2						

THE FLESH CO., ST. LOUIS 1, MO.

PRIM HOSIERY INC.



Is Air Conditioning too expensive?

USERS SAY NO, AND THEY HAVE FACTS
AND FIGURES TO PROVE IT.



Building at 1410 Broadway, near Times Square, where one air conditioning contractor has installed 70 tons of "packaged" air conditioning for 12 different tenants.

Here's what one big air conditioning contractor has to say about the cost of air conditioning, "Most businessmen won't argue with you about the *value* of air conditioning. It's the cost that scares them. In spite of that, I don't think I've lost a single prospect on cost alone when I could get him to the owners of other installations I've made. Air conditioning pays for itself. If the businessman is cooperative, I can show him how to prove it to himself."

Prove it to Yourself

Users of air conditioning can be divided roughly into two groups: Those that "meet the public" and those who air condition for internal operating efficiency. The pay-for-itself value is much more dramatic in the first group—mostly retailers—and much the easiest to demonstrate.

For example, a men's furnishing store in Jacksonville, Florida invested \$2,000 several years ago to air condition its premises. Including 10 year depreciation, maintenance, and actual operating cost the owner estimates that the annual cost to him is about \$575. Since he borrowed money to make the initial investment the interest cost is also included in this figure.

Now for results. This store has an annual volume of about \$100,000. The owner estimates that air conditioning increased his store traffic and sales volume about 10%—an extremely conservative estimate as the chart here will show. This increase in volume *nets* the store about \$1,000 a year in profit. Thus, air conditioning produces a \$425 net increase in profits, or an annual 20% return on the initial investment.

Almost indispensable in warmer climates, air conditioning is producing amazing results for northern retailers, too. Here's what the owner of a medium-

size New York restaurant reports, "We air conditioned about two years ago. The first summer we were mobbed—at noon, people often waited 45 minutes for a table. They didn't seem to mind the wait since

AVERAGE INCREASE IN BUSINESS VOLUME AFTER AIR CONDITIONING

Classification of Businesses	Average Annual Increase in Volume After Air Conditioning	Source of Information
Barber Shops	25.0%	Utility Companies Reports
Beauty Shops	33.3%	Banker's Monthly
Bowling Alleys	25.0%	Det. Edison Co.
Confectioners	22.5%	Det. Edison Co.
Dairy Stores	10.0%	Det. Edison Co.
Department Stores	9.9%	Retail Ledger
Drug Stores	7.12%	Chain Store Age
Restaurants	36.06%	Amer. Rest. Magazine
Jewelry Stores	6.6%	Signed Testimonials
Men's Furnishings	10.0%	Retail Ledger, Men's Wear and N.Y. Edison Co.
Opticians	29.0%	Det. Edison Co.
Offices	15.0%	Det. Edison Co.
Physicians, Dentists	24.0%	Det. Edison Co.
Theatres	29.0%	Det. Edison Co.
Shoe Stores	7.3%	Retail Ledger Chain Store Age
Women's Apparel	15.3%	Retail Ledger N.Y. Edison Co.
Super Markets	30.9%	Super Market Merchandising

it was cooler inside than out. We have held a lot of that trade through the winter months. Our volume has increased about 50% on an annual basis, and it could go higher if I had more table space. I attribute it to air conditioning."

Air Conditioning the Office

The trend toward air conditioning whole office buildings, both new and old, has been marked since the war. Landlords have found that it puts them in a far better competitive position, that it builds rental income, and that they can offset the disadvantage of poor building location without cutting rent. Some owners of taxpayers also report a decrease in cleaning cost and less expense for periodic redecoration.

Less obvious are the reasons why so many *tenants* have air conditioned their working space. Unfortunately, not much study has been made statistically of the increase in productivity on the part of clerical workers as result of air conditioning. Here are a few things to consider, however, that make the investment worthwhile.

Hiring: Air conditioning attracts higher quality personnel. The personnel manager of one large firm which recently moved into air conditioned quarters reports that clerical turnover has dropped perceptibly while, at the same time, recruitment costs less and is much easier.

Efficiency: While no exact figures are available, anyone who has suffered through a hot spell knows how his personal output drops under hot, humid conditions. One firm reports that their custom of closing down early on particularly hot days has been dropped completely since they air conditioned. Absenteeism also drops. The average worker who might be tempted to stay home in a hot spell would rather work in an air conditioned environment than stay home.

Health: Air conditioning equipment manufacturers claim, though without direct evidence, that air conditioning reduces the frequency of respiratory infections, a prime cause of absenteeism. One Long Island air conditioning contractor relates an interesting experience along these lines. A man looking for a job dropped in to see him one day and asked for a list of firms whose offices he had air conditioned in the town of Flushing. The job seeker had hay fever and wanted to concentrate on air conditioned companies to narrow his search for employment.

Types of Air Conditioning Equipment

Central air conditioning, installed when a building is under construction, is generally the most economical. But, it is also possible to use existing *heating* systems—hot air, steam, and hot water—for year-round temperature control.

In recent years, the so-called "packaged units" have grown in popularity. These may be divided into the familiar window units and the larger water cooled cabinet air conditioners. These last two types should



A typical air conditioning unit of the "package" type installed in the show room and offices of a well known bathing suit manufacturer.

not be considered in any way inferior to central air conditioning. Particularly in older buildings, they are by far the wiser choice.

The Cost of Air Conditioning

There's only one way to get a price. Call in several *reputable* air conditioning contractors and have them recommend the type unit and capacity they think you need. Capacities are expressed in "tons"—a ton being an arbitrary measure of the amount of cooling a ton of ice will do in 24 hours. Beware of a contractor whose capacity recommendations are considerably lower than another's. It's a waste of money to install a system with too small an output to do your job properly. Any reputable contractor will study all of the many factors such as exposure, amount of glass, average temperature level, and location of your offices, and give you a free estimate. Have him include maintenance and installation in his price. On a quality basis, there is very little difference between the equipment costs of units produced by different manufacturers. You get what you pay for.

The air conditioning industry is currently hampered by the copper shortage. Since this is a condition that is apt to worsen, if you plan to air condition at all, better do it now.



"ONE OPERATOR
CAN ... PRODUCE
A VOLUME OF
[Personal] LETTERS
EQUIVALENT TO
THAT OF NINE
FAST TYPISTS ..."

(Signed)
Mrs. Edwin Selvin, Chairman
Women of the Pacific
Beverly Hills, California

THINK OF IT!

One girl with one Robotyper, can easily produce 200 personal letters per day. The electric typewriter is always free for manual operation and she has time for other work. One girl with four Robotypers can produce from 600 to 800 personal letters per day. See how Robotypers can increase efficiency—boost the output of your office. Fill out the coupon below.

Canadian Office:
**ROBOTYPER CORPORATION
OF CANADA**
Suite C-23 Train Concourse,
Union Station, Toronto, Ontario

Several excellent territories are available to responsible organizations who can qualify ... offering a splendid opportunity in a fast-growing industry.

ROBOTYPER CORPORATION
125 Allen St., E.
Hendersonville, North Carolina
Please forward information on Robotyper.

Name
Title
Company
Address
City Zone State

Circle 161 for more information

So you want to hire a secretary?

This month METHODS conducted a little survey of its own to discover just how tight the clerical labor market had really become.

The first thing we did was to run an advertisement of our own in the classified section of the *New York Times*. Here's the ad:

SECRETARY-TYPIST Able to take machine dictation. Publishing company near Grand Central. \$50.00 a week. MU. 7-0583

In the same issue in which our ad ran we earmarked one of the few "Situations Wanted" advertisements. Here's what *that* ad looked like:

SECRETARY-TYPIST 3 years experience. Minimum salary \$55.00 a week. Monday through Friday. Phone MU. 0-0000

We received four answers to our ad. Two of the four girls came in to interview *us*. One of them consented to take the job at the salary specified, but her experience was inadequate. The other girl took the job but we had to up the salary figure.

We waited for exactly one week and then got in touch with the young lady who had run the "Situations Wanted" ad the same day our ad ran. We told her who we were and asked if she would be willing to answer a few questions about the results of her ad. Here's the way it went:

Q. Why did you run an ad yourself instead of answering one of the many in the "Help Wanted" columns?

A. It takes too long that way. The best jobs go to employment agencies for filling. Besides, I didn't want to pay a fee.

Q. Why did you list your phone number instead of a box number?

A. That was a mistake. I got almost 50 answers and finally stopped answering the phone.

Q. Did you get a job?

A. I still haven't decided which one to take. I've narrowed it down to three of them.

Q. Will you be able to get the salary you asked for?

A. Oh, yes! A lot of them offered more than \$55.00 a week. One man was willing to pay \$70.00.

Q. How are you going to decide which one to take?

A. Well, the salary of course. I'd also rather be one man's secretary than work for several men. I

also want a place that is easy to get to by subway. I'd rather not work for a large company—you get lost.

Q. Do you mind telling us how much each of the three jobs pay?

A. \$60.00 a week. I think one of them might pay more.

Q. Why didn't you take the \$70.00 a week job?

A. It's way downtown (Wall Street). I live in the Bronx. Besides, it's in an old building.

Q. Wouldn't the inconvenience be worth an extra \$10.00 a week?

A. I don't think so. Anyway, the place was dingy.

Q. In other words, general working conditions are more important than salary?

A. Sure. One of the jobs I can have is in an air conditioned building.

Q. How long did these three companies give you to decide?

A. I've only seen two of them so far. I'm supposed to let them know by tomorrow.

Q. Aren't you afraid you'll lose them if you don't decide right away?

A. There are plenty of jobs around. I haven't given notice in my present job yet, anyway.

Q. Does your present employer know you're leaving?

A. Oh, no. I guess the personnel manager knows that most of the girls are shopping for jobs, though.

Q. What's wrong with your present job?

A. I'm only getting \$50.00 a week and I'll have to wait another six months for a raise.

The Same Story All Over the U. S.

That's the picture in New York. In order to find out what was happening elsewhere in the country, we ordered the February 11th edition of leading newspapers in eight other cities. In each of these papers we measured the number of inches of classified advertising under "Female Help Wanted" and compared it with the number of inches of classified for "Female Situations Wanted." While this gives no accurate gauge of supply and demand for female clerical help, it certainly is a yardstick. Here's what we found:

City	Ratio of Help Wanted to Positions Wanted
Philadelphia	7 1/2 to 1
Cleveland	50 to 1
St. Louis	20 to 1
Detroit	12 1/2 to 1
Cincinnati	46 to 1
Miami	9 to 1
Chicago	121 to 1
Boston	30 to 1
New York	35 to 1

Moral of the Story

Whatever yardstick you use, the fact remains that there are fewer job applicants than there are jobs. There's practically no clerical unemployment. And, worst of all, the situation is getting worse.

As an employer, however, there are several things you can do to improve your own company's position.

1) *Loosen up on your pay policy.* This may be a little hard to stomach, but you're going to have to pay more for a replacement, in all probability, than a small increase in salary might mean.

2) *Improve working conditions.* If you've been planning to air condition, to buy new furniture, to replace old typewriters, or to redecorate—do it now. When you do, it's a good idea to merchandise the improvements to your present employees.

3) *Buy labor-saving equipment.* This is probably the best—and the most economic—answer. Not only does it take care of a clerical shortage now, but the new equipment will continue to pay dividends year after year. Here are a few examples:

... *With a dictating machine* two girls can do the work of three.

... *With an electric typewriter* two girls can often do more than the work of three.

... *With photographic record equipment* one invoicing clerk can do the work of seven.

... *With a pegboard* a clerk can prepare sales summaries five times as fast.

... *With an electric perforator* one clerk working part time can do the full time work of five.

... *With automatic typing equipment* one girl can do the work of four or five.

These are just a few examples. If the clerical shortage forces you to modernize and mechanize, it may well be a blessing in disguise.

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The compact new
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makes *direct* copies
of anything typed,
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translucent materials!



You'll find time-saving uses in every department for the high-quality, low-cost Ozalid process entirely self-contained in the streamlined OZAMATIC desk-top machine!

You can make copies up to 16 inches wide, any length, at speeds up to 30 feet per minute. Your first copy is ready in seconds, or you can have up to 1000 letter-size copies an hour at less than 1½¢ per copy.

Larger Ozalid machines are available for wider originals and even greater production capacity. And anyone can learn to operate any Ozalid machine in five minutes.

Send the coupon today for full details on the OZAMATIC—or call the Ozalid distributor listed in the classified section of your local telephone book.

Savings are Simple with the OZAMATIC!

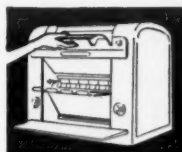
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ATTENTION: EXECUTIVES!

In order handling Ozalid can speed your work and save you money. Here's how Ozalid does this for others.

A Wholesale Hardware Firm* has one girl process 1,000 bills a day—nine times as many as ever before.

A Radio Station* has one clerk prepare bills in three hours. Formerly, two clerks needed 28 hours.

A Dairy* has one girl prepare customer invoices in two days. Before installing Ozalid, this same operation required *twelve* girls for two days.

A Department Store* pays bills same day merchandise is received—cashes in on special "anticipation" discounts.

A Drug Chain* keeps accurate, up-to-the-minute check on inventories.

A Manufacturer* uses Ozalid to save \$8,000 a year in procuring supplies.

*Names and details on request.

OZALID, Dept. MM-3
General Aniline & Film Corp.
Johnson City, N. Y.
Gentlemen: Please send me complete
information about your OZAMATIC
machine.

Name.....
Company.....
Position.....State.....
City.....

Cut Copying Costs ... Use
OZALID

Johnson City, N. Y. A Division of General Aniline & Film Corporation. "From Research to Reality."
Ozalid in Canada — Hughes Owens Co., Ltd., Montreal.

Circle 154 for more information